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What's ahead for
the FT
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FINANCIAL TIMES

Europe's Business Newspaper

FRIDAY NOVEMBER 11 1994

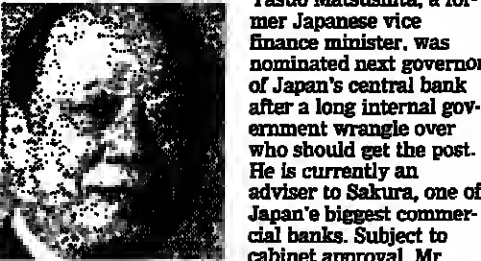
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British minister 'acted unlawfully' over dam project

British foreign secretary Douglas Hurd acted unlawfully when he earmarked £243m (£390m) from the country's overseas aid budget for Malaysia's Pergau dam, the High Court in London ruled yesterday. It said the grant was flawed because the project was "economically unsound" and did not comply with British aid laws. The decision was a victory for lobby group, World Development Movement, which argued that Mr Hurd overstepped his powers by allocating aid for the improper purpose of promoting trade with Malaysia. Page 5

US producer prices fell by 0.5 per cent last month, helped by low new car prices. News of the fall blunted inflation fears and boosted US bonds. Page 16; World stocks, Page 38; US bonds, Page 21

New Bank of Japan governor named:



Yasuo Matsuoka, a former Japanese vice finance minister, was nominated next governor of Japan's central bank after a long internal government wrangle over who should get the post. He is currently an adviser to Sakura, one of Japan's biggest commercial banks. Subject to cabinet approval, Mr

Matsuoka will succeed current Bank of Japan governor Yasushi Mieno, whose five-year contract runs out next month. Page 16; Observer, Page 15

Royal Dutch Shell Group's third-quarter profits slipped 1 per cent to £531.3m, hampered by production losses from Nigeria's recent oil strike and tighter refining margins in Asia. Page 17; Lex, Page 16

Iraq recognises Kuwait: The ruling revolutionary command council of Iraqi president Saddam Hussein announced it had recognised Kuwait within its new UN-defined borders. Page 6

Lyonnais des Eaux-Dumetz: one of France's biggest building groups, is to stop making political contributions following corruption investigations which have shaken French business and political circles. Page 16

Axa may seek overseas listings: The big French insurance group is considering requesting stock exchange quotations in London, Tokyo and New York over the next two years. Page 17

Sri Lanka elections: Prime minister Chandrika Bandaranaike Kumaratunga swept home by nearly 2m votes in Sri Lanka's presidential election.

WELU chief chosen: Portuguese diplomat Jose Cutileiro was appointed to the top job at the Western European Union, the nine-nation security club whose role looks likely to grow. Page 2

Polish minister sacked: Polish president Lech Walesa sacked defence minister Piotr Kolodziejczyk, his erstwhile ally, following a bitter row over reforms in the armed forces.

Vietnam licenses US banks: Vietnam's central state bank licensed Bank of America and Citibank to open branches in Hanoi. They will be the first US banks to do so since the Vietnam war ended in 1975. Page 7

Hong Kong economic forum moves: China is to let Hong Kong keep its separate identity in the Asia-Pacific Economic Co-operation forum after the colony returns to Chinese sovereignty in 1997. Apec agrees investors' code. Page 5

Zhirinovskiy loses libel action: Ultra-nationalist Russian leader Vladimir Zhirinovskiy lost a \$1.4m libel case he brought against a Finnish theatre. The theatre was alleged among other things to have compared Zhirinovskiy to Adolf Hitler.

Serbs ponder war: The self-styled Bosnian Serb parliament spent a second day discussing whether to make the conflict in former Yugoslavia official. Page 2

Bugs resist drugs: New York Medical Centre scientists reported a new strain of antibiotic-resistant bacterium. They warned that its appearance implied that antibiotics might soon become useless.

Ferry door to be salvaged: Sweden and Finland agreed to raise the bow door of the ferry Estonia, which sank in September with the loss of some 900 lives.

Rum dos Britain's typical rum drinker is old, single, Scottish and rents a council house, according to a consumer survey on spirits. The upper classes prefer gin.

STOCK MARKET INDICES

FT-SE 100: 3,163.5 (+3.9)
Yield: 4.11
FT-SE 100: 3,163.52 (+0.38)
FT-SE 100: 3,163.52 (+0.38)
Yield: 4.11
FT-SE 100: 3,163.52 (+0.38)
Yield: 4.11

US LUNCHTIME RATES

3-mo T-bill: 5.342%
Long Bond: 8.001%
Yield: 8.001%

LONDON MONEY

3-mo Interbank: 5.5% (6.4%)
Life long (10%): 10.1% (10.1%)
Brent 15-day (Dec): \$17.17 (17.24)

NORTH SEA OIL (Aargau)

Brent 15-day (Dec): \$17.17 (17.24)

GOLD

New York Corner (Dec): \$385.9 (384.5)
London: \$384.25 (384.4)

Asia: \$102.00 (102.00)
Bahrain: \$102.00 (102.00)
Bangladesh: \$102.00 (102.00)
Belize: \$102.00 (102.00)
Bolivia: \$102.00 (102.00)
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Zimbabwe: \$102.00 (102.00)

'Leftwing elitists' take flak from US poll victors

By Jurek Martin in Washington

The spirit of political co-operation so evident on the morning after the US mid-term elections was fast evaporating yesterday, mostly because victorious Republicans could not resist taking potshots at President Bill Clinton.

Several Republicans also warned the president not to frustrate implementation of their legislative agenda on issues ranging from increased defence spending and deeper cuts in social programmes to cuts in foreign aid.

The most provocative comments came from Congressman Newt Gingrich, virtually certain to become the next

Speaker of the House and - mostly - still trying to be magnanimous in victory. He promised, for example, no longer to call the president an enemy of "normal" Americans, a favourite pre-election epithet.

However, what he gave in 24 hours filled with media interviews he also took away. He described Bill and Hillary Clinton as "counter-culture McGovernicks," a derogatory reference to the leftwing Democratic presidential candidate of 1972. The current White House, he said, was dominated by "leftwing elitists."

Warning to his familiar conservative theme, he said: "There are profound things that went wrong, starting with

the Great Society (President Lyndon Johnson's social legislation) and the counter-culture, and until we address them head-on we're going to have these problems."

Congressman Bill Archer from Texas, likely next chairman of the House ways and means committee, also expanded on the Republican tactical approach. "We can't really get much of anything done which the president does not want to sign, other than by constitutional amendment."

Senator Jesse Helms, the arch-conservative in line to take over the foreign relations committee, promised deep cuts in foreign aid, not excluding US contri-

butions to the UN - for years the object of his discontent - and Nato.

Mr Gingrich also warned, only half-jokingly, that the Republicans could now frustrate the president in other ways. Senator Robert Dole, as majority leader, could control every appointment. Mr Clinton sent up for ratification, he said.

The president himself drew his own line in the sand at his Wednesday election post-mortem, in which he promised to work with the new Republican majority in Congress, but not to the point of permitting a return to the economic policies of the 1980s.

Mr Clinton humorously acknowledged the force of some Republican positions in the wake of Tuesday's landslide. Imposing limits on the number of terms members of Congress may serve, he said with a smile, "looks better to me every day".

Other prominent Republicans could not resist attacking the president. Mr William Kristol, a leading party strategist close to Mr Gingrich, said Mr Clinton should publicly confess the error of his ways over the last two years and fully admit responsibility for the biggest Democratic party debacle in 60 years.

Further reports and analysis, Page 4
Editorial Comment, Page 16

Sears spins off Allstate insurance subsidiary

By Laurie Morse in Chicago

Sears, Roebuck, the US retailing giant, is to distribute its 80 per cent stake in Allstate Insurance to its shareholders in one of the largest ever US corporate spin-offs, valued at more than \$8.5bn.

The move completes a two-year restructuring that has changed the Chicago-based group from a diversified merchandising and financial services conglomerate back to being a pure retailer, which is how it began.

The company also announced yesterday that Mr Edward Brennan, aged 60, who has been Sears' chairman since 1986, is to retire when the Allstate spin-off is complete. The restructuring was

Witter Reynolds, the brokerage firm, and its property company, Coldwell Banker. Earlier this week the group disposed of its namesake Sears Tower in downtown Chicago to a group of mortgage holders, escaping from \$850m in debt.

Sears said it was also considering selling its commercial property arm, Homart, next year. The business had 1993 revenues of \$234m and losses from continuing operations of \$11.4m.

Yesterday's announcements lifted Sears' share price by \$2 in morning trading on the New York Stock Exchange, to \$17.4, while Allstate dipped 8% to \$24.4.

Shareholders will be given details of the spin-off next spring, but Sears common shareholders seem likely to receive almost one share of Allstate stock for each Sears share.

The company intends the aggregate dividends paid by Allstate and Sears after the spin-off to equal Sears' current annual dividend of \$1.60.

"Sears and Allstate are ready, and the economic environment is right, for these successful American franchises to operate as independent companies," said Mr Brennan.

Last year Allstate contributed \$1.2bn to the Sears group's \$1.7bn of earnings. But Allstate's bottom line has been shattered by \$1.3bn in customer claims for earthquake losses this year, resulting in \$845m in after-tax charges. Its net income for the first nine months of 1994 was \$320.7m, or 71 cents a share, down sharply from last year's \$1bn or \$2.42 a share.

LexPage 16

Hit by earthquakePage 19

started reluctantly by Mr Brennan under pressure from shareholder activists.

He has recommended that Mr Arthur Martin, aged 50, the popular chairman of Sears' merchandising group, should succeed him.

Sears plans to distribute its remaining 360m shares in Allstate, one of America's leading property-casualty insurers, in a tax-free distribution to shareholders in mid-1995.

Sears sold an initial 19 per cent of Allstate's shares in a public flotation last year. It founded the insurance company in 1931 to sell auto insurance through Sears' catalogues and stores.

Last year Sears also sold Dean



King Hussein of Jordan, right, on his first public visit to Israel, talks to prime minister Yitzhak Rabin at Tzfat, on the shore of the Sea of Galilee, after exchanging ratified copies of the Israel-Jordan peace treaty which they signed last month. Photos AP

Shooting halts IRA prisoner releases

By John Murray Brown in Dublin, David Owen, Jimmy Burns and Stewart Doherty

The Irish government yesterday abruptly rescinded the planned release of nine IRA prisoners before Christmas after two prominent republicans were arrested in Northern Ireland following the murder of a post office worker in an armed raid.

The fatal shooting, the first since the IRA and Loyalist paramilitaries declared ceasefires in September and October, cast a shadow over the Northern Ireland peace process. It is certain to increase pressure on London and Dublin to step up their efforts to secure a dismantling of paramilitary arsenals.

Dublin's decision to cancel the early release orders for the IRA prisoners was announced by Mrs Maire Geoghegan, the Irish justice minister, after a meeting with Mr Albert Reynolds, the

Irish prime minister.

It came more than 24 hours after his release was first announced as part of the Irish government's response to the ceasefire.

Sir Patrick Mayhew, Northern Ireland secretary, said he was "deeply angered" by yesterday's "callous and wicked" murder.

He said there would be "very natural suspicions" as to the motive for the crime. The full circumstances would be rigorously investigated by the Royal Ulster Constabulary. It demonstrated,

he added, "the warning dangers of illegally-held arms".

The attack took place in Newry. Three armed men dressed as postmen, and using a post office van, entered a fenced sorting centre in the town. An employee was shot dead. Two of the men were arrested after a chase involving helicopters close to the Irish border. The third escaped and was last night being sought by the RUC.

The RUC said the two men arrested were reported to be known Republicans. But Sinn

Fein indicated last night that the raid was not the work of the IRA and did not represent a breach of the two-month-old ceasefire.

Republican sources in South Armagh, a strong nationalist area, said the raid was the work of renegade, freelance republicans committing a straightforward criminal act.

Mr Gerry Adams, the president of Sinn Fein, was reported to be "visibly shaken" when told the news. He said: "The RUC is

Continued on Page 16

"You expect
us to invest
in bottling
water that comes
straight out
of the ground?
Eau-no Monsieur"

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Having the vision to spot one is the other half.

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مكتبة الامم المتحدة

NEWS: EUROPE

Portuguese diplomat to head WEU

By Bruce Clark, Diplomatic Correspondent

Mr Jose Cutileiro, a senior Portuguese diplomat whose candidacy enjoyed the support of Britain, was appointed yesterday to the top job at the Western European Union, a nine-nation security club of growing importance.

The choice of Mr Cutileiro, 59, who joined the Portuguese foreign ministry after Lisbon's democratic revolution in 1974, marked a success for London's drive to host Europe's defences in a way that avoids weakening Nato.

Yesterday's choice of secretary general, taken by a meeting of ambassadors in Brussels, will be formally endorsed

when WEU foreign and defence ministers gather at Noordwijk in the Netherlands on Monday to discuss ways of upgrading the organisation.

Two rival candidates - the Italian ambassador to Nato, Mr Giovanni Jannuzzi, and Mr Enrique Baron Crespo, a Spanish Socialist politician - stepped aside after initial soundings showed that Germany had swung behind Mr Cutileiro.

France - the strongest advocate of an independent European defence capacity - initially backed Mr Jannuzzi but gave away after the Germans opted for the Portuguese candidate, who already enjoyed UK and Dutch backing.

Diplomats said the two unsuccessful candidates had decided not to insist on a definitive vote which would have damaged the fledgling institution's credibility.

"It would have looked bad if somebody had won in defiance of several major countries," one diplomat commented.

The WEU is already involved in naval operations to enforce the international embargo against the former Yugoslav republics, and it is also setting up a police force in the divided city of Mostar.

But its role - hitherto dwarfed by Nato - looks certain to grow as the US partially disengages from Europe and the European Union develops a common foreign and security policy.

Britain has set aside its earlier doubts about the organisation, and it now sees the WEU as a useful way of developing defence relations with its continental allies, including France which is outside the military wing of Nato.

Mr Cutileiro - who won acclaim in his homeland by writing a doctoral thesis at Oxford University on inequality in southern Portugal - will have to bridge the gap between French zeal and British caution over upgrading the WEU. But he comes up from a country whose views on European security overlap considerably with those of the UK.

Both Britain and Portugal want to avoid creating fissures in eastern Europe by rushing to draw some ex-communist states into the western security system while keeping others out. "We should not draw new lines in Europe," Mr Jose Manuel Durao Barroso, the Portuguese foreign minister, said in London last week. This viewpoint is broadly shared by France, while it has some critics in Germany.

British and Portuguese officials are also adamant on the need to retain a US military presence in Europe, and to avoid moves that would alienate Washington.

Both countries oppose the idea of giving new members of the EU a "back door" into the western defence structure by letting them join the WEU before they join Nato.

Gonzalez backed on favouritism allegations

By Tom Burns in Madrid

Mr Felipe Gonzalez's minority government yesterday won the support of its Catalan and Basque political allies against allegations that the Spanish prime minister had favoured the business dealings of his brother-in-law.

Leaders of the Catalan and Basque nationalist parties, whose votes keep the ruling Socialist party in power, endorsed the prime minister and accused the opposition conservative Partido Popular of seeking to make political capital out of false corruption allegations.

In an unprecedented cross-fire of accusations and denials, the Madrid newspaper El Mundo has been printing front page stories connecting Mr Francisco Palomino, a Seville businessman married to Mr Gonzalez's sister, to government contracts, and on a daily basis the prime minister's spokesman has issued lengthy rebuttals of El Mundo's allegations.

The newspaper alleges that Mr Palomino sold a bankrupt boiler-making business owned by his family at a considerable profit to a company that subsequently hired him as a non-executive director and was engaged by the government to install electronic systems in a nuclear-power bunker built alongside Mr Gonzalez's official residence.

The allegations have been attacked as "falsehoods" in a succession of statements issued by the prime minister's office and they have been called a "pack of lies" by Mr Gonzalez. "I have never shown favouritism, nor do I intend to, nor have I ever been asked to," said the prime minister.

Mr Jordi Pujol, the Catalan nationalist leader, pledged to continue supporting the Socialist party because it had won the 1993 elections and in order to ensure the "governability" of the nation. Mr Pujol, whose executive in Catalonia also faces a series of corruption scandals, some of which are linked to jailed Barcelona financier Mr Javier de la Rosa, said he opposed the PP because the conservatives were unsympathetic to Catalan autonomy and lacked alternative policies to those of the government.

Mr Iñaki Anasagasti, the parliamentary spokesman of the Basque nationalists, accused the conservative opposition of "bully boy tactics" for backing El Mundo's allegations and said he stood by the "honesty of Felipe Gonzalez".

The endorsements by the government's political allies suggested that the PP, who scored an outright victory over the Socialist party in June's European elections and maintain a 10-point lead in opinion polls, are no nearer unseating Mr Gonzalez. But the jury is out on whether the prime minister, who last night was due to address the nation in a TV "fireside" chat, has won the propaganda battle with the public over his credibility.

Bosnian Serbs wary of move to state of war

By Paul Adams in Pale, Bosnia

With artillery fire occasionally audible in the distance, representatives of the Bosnian Serbs have gathered in this impoverished mountain resort to consider how much freedom of action to give their leader, Mr Radovan Karadzic.

Yesterday, after two days of debate behind firmly closed doors, it was clear that the Bosnian Serb "parliament" would stop well short of declaring a state of war throughout their territory in Bosnia, or suspending their own assembly.

Mr Karadzic - facing mixed fortunes on the battlefield, a boycott by his former protectors in Belgrade, and isolation from the wider world - would ideally like to be given carte blanche to wage all-out war.

But fearing a dilution of its authority, the makeshift assembly in Pale, above Sarajevo, has forced Mr Karadzic to limit the scope of any declaration of emergency rule to those areas most immediately at risk from the latest fighting.

Officials here say the formal

state of war will only apply to some 50 per cent of Serb-controlled territory.

"Of course, you can always expect resistance," said an official close to the Pale leadership. "People got scared by all this talk of declaring war. But we have to prove to the Moslems that they cannot win."

Frying journalists were kept at arms length at the orders of the ever-vigilant Ms Sonja Karadzic, daughter of the Bosnian Serb leader.

Mr Karadzic said before the debate continued yesterday that he would assume certain decision-making powers from parliament, but insisted there was no question of the assembly being dissolved.

As the Serbs come under military pressure he needs to take care. Parliament has often been dismissed as a rubber stamp for the Bosnian Serb leadership, but it does represent Mr Karadzic's link with a population, part of which is concentrated in the hands of small groups of officials, directly answerable to Mr Karadzic. "It will not be a classic state of war, but a semi-



Relatives at a funeral in Sarajevo yesterday comfort the father of a child killed by shelling

admit that absenteeism and black marketing, sometimes across enemy lines, have resulted in military weakness.

The new measures will include more efficient mobilisation - something that has already begun - restrictions on the movement of civilians and the introduction of martial law. Local government will be concentrated in the hands of small groups of officials, directly answerable to Mr Karadzic. "It will not be a classic state of war, but a semi-

state of war," the Bosnian Serb "foreign minister", Mr Aleksa Buha, said. "This is a very serious decision. We don't want to do it too fast."

Punishments for desertion and dereliction of duty are likely to be toughened.

On Wednesday, Mr Karadzic said a number of brigade commanders responsible for losing territory near the north-western enclave of Bihać had already been replaced for failing to obey orders. Since Serbia severed rela-

tions with the Bosnian Serbs in August, Mr Karadzic has conducted periodic purges of the army and police, aimed at rooting out those who might not think twice about taking their orders from Belgrade. An official in Pale said the dismissals were "a normal consequence" of the breakdown in relations.

But it is clear that the Bosnian Serb leader's personal feud with President Slobodan Milosevic has led him, rightly or wrongly, to suspect those around him.

Amato job splits Italy's coalition

By Robert Graham in Rome

Mr Giuliano Amato, the former Socialist premier, has been appointed to head Italy's five-man anti-trust commission, the ultimate arbiter of any conflict of interest between the role of Mr Silvio Berlusconi as prime minister and his ownership of the Fininvest financial and media empire.

This is the first time the six-month-old Berlusconi government has offered a sensitive appointment to an opposition figure, and the move has divided the ruling coalition.

But, given the unresolved conflict of interest between Mr Berlusconi's political and business roles, the move is a

clear attempt to recover credibility. It represents a move by moderates in the government to bring the coalition towards the middle ground and pave the way for an alliance with centrist parties in the opposition with whom Mr Amato identifies.

Significantly, the choice of Mr Amato to head the anti-trust commission follows the serious divisions within the ruling coalition caused by the refusal to nominate Mr Giorgio Napolitano, previous speaker of the chamber of deputies and a member of the former communist Party of the Democratic Left (PDS), as one of Italy's two new European commissioners.

The decision to appoint Mr Amato was formally taken by

Ms Irene Pivetti, the speaker of the chamber and member of the populist Northern League; but it was backed by Mr Berlusconi. Yesterday, the move was criticised by the neo-fascist MSI/National Alliance as well as by individual members of the league and Mr Berlusconi's Forza Italia movement.

The appointment comes at a time when the government finds itself running into increasing problems of conflict of interest over the management of the Rai, Italy's troubled state broadcasting organisation. On Tuesday, the government approved the summary removal of Mr Gianni Billia, brought in only 95 days ago to be director-general of the Rai

alongside Mrs Letizia Moratti, the new chairman.

Mr Billia felt uneasy about Mrs Moratti's management style and the choice of programme and channel managers, several of whom had links to Mr Bettino Craxi, the former Socialist leader.

He also fell out over Mrs Moratti's plans to sell off some of the Rai's transmission facilities which threaten to weaken the role state television could play in developing multimedia activities - and benefiting Mr Berlusconi's three commercial channels that account for almost half the national television audience. At least one other Rai board member has resigned and others could follow.

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EUROPEAN NEWS DIGEST

Yeltsin aide attacks budget

The battle between President Boris Yeltsin and his prime minister, Mr Victor Chernomyrdin, which has been waged through proxies over the past week in a prolonged cabinet shuffle, was stepped up yesterday when a senior presidential adviser attacked Mr Chernomyrdin's austere 1995 budget. Mr Alexander Livshits, a recently appointed Yeltsin adviser who was described by one Russian newspaper yesterday as more influential than any cabinet minister, told a press conference yesterday that the budget was too tough. "The price of implementing such a budget will be too high," Mr Livshits said. "I don't think the end justifies the means."

Mr Livshits criticised the government's proposal to put a moratorium on the soft central bank credits which pushed the monthly inflation rate up to 15 per cent in October. He said the government's plan to raise money through bonds, which have recently experienced poor demand despite rapidly rising prices, was unrealistic. Mr Livshits said long-term plans to slash inflation to western levels were unrealistic. "I see no reason why we should not have 15 to 20 per cent inflation a year in the next few years," he said.

When the cabinet endorsed its last month, the austere budget was hailed as a sign that Russia was at last prepared to swallow the tough fiscal and monetary medicine which has turned around the economies of eastern Europe. But it could be derailed by Mr Yeltsin's covert criticisms and the even stiffer resistance it is expected to face when it is presented to parliament later this year. *Christina Freeland, Moscow*

Polish defence minister sacked

President Lech Walesa of Poland yesterday sacked Mr Piotr Kolodziejczyk, defence minister, at the request of Mr Waldemar Pawlak, the prime minister. The dismissal of Mr Kolodziejczyk - a 55-year-old retired navy admiral who has been defence minister since the new leftist government was formed a year ago - follows a conflict between the civilian minister and the military over spending, reforms and control of the army. President Walesa had asked Mr Kolodziejczyk to resign after military officials criticised the minister during a meeting at a battlefield in Drawsko Pomorskie on September 30. The minister had refused and had the backing of parliament in what was seen as a struggle between the president and the cabinet over control of the military. However, Mr Pawlak yesterday unexpectedly wrote to the president requesting his dismissal. Mr Pawlak said Mr Kolodziejczyk had failed to "normalise the situation in the defence ministry". The move comes two days after Mr Joseph Krusek, the US deputy assistant defence secretary, gave his backing to the minister on a visit to Poland. *AP, Warsaw*

Danes pick woman bank chief

Mrs Bodil Nyboe Andersen has been appointed to succeed Europe's longest serving central bank governor Mr Erik Hoffmeyer when he retires after three decades as head of Denmark's National Bank on January 1. Mrs Nyboe Andersen (left), 54, formerly on the board of errors, is not expected to change bank policy. Her appointment will bring to five the number of women central bank governors in Europe. Women are already in charge in Finland, Austria, Russia and Poland. Mrs Andersen is the daughter of a former economy and trade minister and has been lecturer in economics at Copenhagen University. She was a member of the board of Andelsbanken bank and then Unibank before joining the central bank in 1990. Mr Hoffmeyer has been governor for 30 years and will leave the bank with the economy in good shape. *Hilary Barnes, Copenhagen Observer, Page 15*

Flag law angers Hungarians

Ethnic Hungarians in Romania yesterday criticised a new law which provides for up to three years' jail for those flying foreign flags or singing foreign anthems in the ethnically mixed Balkan state. MPs from the ethnic Hungarian party said the provision, passed by parliament on Wednesday, was anti-democratic and violated European ethnic rights agreements. They said they would appeal to the country's constitutional court and to the Council of Europe. Parliament's decision is the latest sign of the growing influence of nationalist politicians who formally joined the left-wing minority government in August. It comes as the Senate, the upper house, is preparing a bill which would require foreigners to register with the police within 48 hours of arriving in Romania. It would also empower the interior ministry to restrict foreigners' movements on grounds such as national security and "public morale". *Virginia Marsh, Budapest*

Thomson denies radar claims

Thomson-CSF of France yesterday denied allegations that in the course of winning its recent contract to supply Austria with 22 radars worth Sch.2bn (\$112m) it had tried to bribe a member of the governing Social Democrat party. The Austrian defence ministry confirmed that the Vienna prosecutor's office had been asked to investigate allegations in yesterday's edition of the weekly "News" that Thomson-CSF's local representative had offered a Sch.22m bribe to a Social Democrat official who refused the offer and informed the party's head, Chancellor Franz Vranitzky. The ministry said the award of the contract to the French electronics company, with Steyr as its local partner, was because its radars were "clearly superior" to those of the rival consortium of Ericsson of Sweden and Schrack of Austria. *David Buchan, Paris*

ECONOMIC WATCH

French inflation stays low

French consumer prices rose by between 0.2 per cent and 0.3 per cent last month, giving a relatively stable annual inflation rate of just under 1.7 per cent, according to latest figures from the national statistics office. The monthly rise, in line with expectations, reflected an increase in prices for fresh foods. Most other sectors, including manufactured goods and public sector services, showed a slower rate of increase than in October 1993. The release of the inflation statistics coincided with an Insee survey which showed a small decline in French consumer confidence last month. Officials said the decline reflected increased concern about the persistence of high unemployment, despite broader economic recovery. In September, unemployment increased by 14,000 to a record high of 3.56m, or 12.7 per cent of the workforce. *John Riddling, Paris*

■ Russia's economy showed the first signs of rebound in three years last month, with gross domestic product growing 4 per cent from October 1993 after falling 14 per cent year-on-year in September. Last year, GDP contracted by 12 per cent.

■ German retail sales in September rose a real 1 per cent from August, but year-on-year they were down 1 per cent.

■ Norway's consumer prices rose a stable 1.7 per cent in October year-on-year.

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هكزامن النجف

Strasbourg delays change of guard in Brussels

By Lionel Barber and David Gardner in Brussels

The European parliament has forced a delay in the inauguration of the new European Commission until late January, it emerged yesterday.

The delay means that Mr Jacques Delors will lead a caretaker regime probably until the last week of January, some three weeks after he was due to step down as Commission president.

One unexpected result is that he will have a cast-iron excuse for remaining silent about whether he intends to run for the French presidency in late spring. Most observers believe this will help Mr Delors, whose high standing in the polls is attributed partly to his absence from an increasingly messy battle for the Elysee.

The immediate impact, however, is that next week's planned Euro-parliamentary elections to elect the new 21-member Commission are to be postponed until the first two weeks in January.

The Strasbourg assembly is expected to vote on whether to approve the full Commission, including Mr Jacques Santer, the new president, on January 18.

The hold-up is the result of a judicious muscle-flexing exercise by Mr Klaus Hänsch, the new president of the assembly.

It underlines his determination to use the leverage over the Commission and the member states offered by the Maastricht treaty, one of whose powers is to give Strasbourg the right to approve or reject the Commission as a whole.

During legal exchanges, the parliament insisted that the new Commission must be endorsed by an assembly drawn from all member states, including Austria, Finland, Sweden, and Norway.

All four countries are due to enter the European Union on January 1, assuming that voters in Sweden and Norway approve EU membership in referendums this month and the accession agreements are ratified by all 12 member states.

The parliament argued successfully that MEPs from Austria and the three Scandinavian states - who are temporarily designated by their national parliaments pending Euro-parliamentary elections scheduled for next year - would have no legal status until January 1 when enlargement takes place.

The hold-up is something of a blow to Mr Santer who had hoped to get off to a fast start with the new five-year Commission. Late last month, against expectations, he succeeded in allocating portfolios to the new commissioners with a minimum of controversy.

More broadly, the parliamentary delay is part of an institutional logjam which also threatens to delay ratification of the EU's five-year budget.

Member states were due to enshrine the spending plans into domestic law by the end of the year, but a combination of weak governments and political opposition in national legislatures could hold up passage.

Swedes reminded Quisling was pro-Europe

Hugh Carnegie sees the No campaign resort to theatre of the absurd as Sunday's EU referendum remains a tight race

Activists for the No campaign, buoyed by opinion polls showing them within sight of victory in Sweden's referendum on Sunday on European Union membership, were pulling few punches when they mounted a gala evening for undecided voters in Stockholm's City Theatre.

One after another, performers of "The People's Movement against the EU" invoked alarming images to press their case. One quoted from Vidkun Quisling, the hated Norwegian wartime leader who co-operated with the Nazis (most Norwegians consider neutral Sweden did likewise), to show he favoured European integration. Another sang powerfully at the gala last Sunday of Nadja, a child victim of war in Sarajevo, linking her fate to "the new Europe".

Clas Fredelius, a member of a Marxist group, went furthest. His indictment of the EU, traced back to Europe's murderous colonisation of the Americas, included a reference to the recent Estonia ferry disaster in which more than 800 Swedes perished. The con-

nection to the EU was unclear, but the message was not: The EU is today's evil empire which threatens to trample Sweden's superior but fragile folk (people's home).

At its most extreme, the No campaign presents a madly difficult target for Mr

'I think people are scared of the EU. They think Sweden will be too small inside'

Ingvar Carlsson, the Social Democratic prime minister, his allies (on the EU issue) in the right-of-centre opposition and the country's industrial and trade union leaders, despite their dominant position on Sweden's political heights.

The pro-EU message that membership will help stabilise an economy shaken by recession and give Sweden its share of influence in a reshaped Europe sounds at best mundane and at worst defeatist

against the No side's appeal to preserve the traditional lofty Swedish ideals of neutrality, egalitarianism and universal welfare that were so long championed by Mr Carlsson's Social Democrats.

The old system may be creaking - with unemployment running at more than 13 per cent of the workforce and the welfare system threatened by a huge budget deficit equal to 13 per cent of gross national product - but many Swedes are still reluctant to accept that it cannot be made to work again.

Nor is there the same potency in Sweden, which has no border with Russia, to the worries about future developments in Moscow that helped produce the Yes vote in neighbouring Finland last month. So people hesitate to take a step that is seen as an irreversible move away from the "Swedish model".

Mr Tomas Segenas, who runs a small lunchtime cafe in Stockholm, is one of those people. "I think people are scared of the EU," he said this week. "They think Sweden will be

too small inside the Union. Yes - they are afraid that Sweden's way of living will be changed."

No-one is more conscious of this feeling than Mr Carlsson, who inherited the leadership of the Social Democratic party in 1986 from the late Mr Olaf Palme, the very embodiment of the Swedish model. Only in 1991 did Mr Carlsson overturn decades of Social Democratic orthodoxy by lodging Sweden's application for membership.

But the persistent suspicion of the EU among Social Democrats - recent polls suggest fewer than half the party's supporters are convinced Yes voters - has led Mr Carlsson to run a low-key campaign ahead of Sunday's vote, allowing even members of his cabinet to campaign for a No. His judgment is that the way to win over the undecided is by quiet persuasion, not by coercion.

Yesterday, an opinion poll in the newspaper Dagens Industri showing the Yes side moving into a 52-48 per cent lead suggested he may well be

proved right. But it is a high-risk strategy for there is much at stake on Sunday.

A No vote will make the government's most urgent task of filling the hole in the public finances more difficult. A sell-off of Swedish bonds and the krona will almost certainly drive up long-term interest rates, already well above European averages, requiring deeper spending cuts to control a state debt approaching 100 per cent of gross domestic product.

Sweden's big international companies such as Volvo, Ericsson and Electrolux are likely to continue a trend well-established for a decade or more of investing heavily inside the EU, not at home in Sweden. In sectors vital to Sweden such as the forestry and telecommunications industries, being inside the EU, able to influence policy and regulations on market conditions and standards, is of great importance.

Politically, too, much is at stake. Part of Mr Carlsson's low-key approach has been to protect his position should he

be faced with a No vote. Having led the Social Democrats decisively back to power in September's general election, he would probably avoid a fall from power if there was a No vote.

But his authority and that of key pro-EU ministers such as

'Canada is satisfied with NAFTA but nobody wants to join the US'

Mr Göran Persson, the finance minister, would be badly damaged. The initiative would shift to the anti-EU left of the Social Democratic party and, significantly, to the Left party and the Environment party, whose support the Social Democrats need for a parliamentary majority. The leftwingers oppose fiscal measures which hit the welfare system.

Other economic policies currently being reviewed by the Social Democrats, such as pri-

vatization of Telia, the state telecommunications company, and energy deregulation, would face sharper opposition.

On Sunday, many of the large numbers of still undecided voters who will determine the outcome may ultimately choose instead to trust the unanimous verdict of Mr Carlsson, Mr Carl Bildt, the former conservative prime minister, and Sweden's industrial leaders that EU membership is essential for Sweden's economic renaissance. But they will face a tough fight to the finish.

In the No campaign's scruffy office in the southern city of Malmö last week, Mr Henrik Skrak, the No side's chief local organiser, made the case that Sweden's economy was returning to growth this year precisely because it abandoned in 1992 the EU-oriented policy of pegging its currency to the Ecu. "Canada depends on exports to the US and is satisfied with the North American Free Trade Agreement. Nobody in Canada wants to join the US. Why should we join a united Europe?" he declared.



Writer Stefan Heym, 81, who won a seat on the ex-communists' ticket, opening the parliament session in Berlin as the oldest MP

Jewish writer hears old echoes in the new Germany's Reichstag

By Judy Dempsey in Berlin

As befits his age, Mr Stefan Heym walked slowly up to the podium of the Reichstag in Berlin yesterday. Aged 81, the doyen of east German writers had been given the privilege of delivering the opening speech of the new German parliament session, as the oldest of the 672 deputies elected to the Bundestag last month.

The walk to begin his address was heavy with the symbolism and bitterness of Germany's division and subsequent reunification.

Mr Heym fled Nazi Germany as a Jewish refugee, fought on the side of the Americans against his country during the second world war, and returned to east Germany in

1952, disillusioned with the McCarthy witch-hunts. The communist regime tolerated him as its most truculent writer, but refused to publish his increasingly critical novels.

But Mr Heym is an independent deputy backed by the reformed communist Party of Democratic Socialism (PDS), and thus an enemy of the country's conservative government. Not surprisingly, hours before he was due to speak, Mrs Rita Süßmuth, Bundestag president, received a letter from Berlin's Central Investigating Office alleging Mr Heym had given the Stasi - the former East German secret police - information about an east German trade unionist who had fled to west Berlin but was subsequently kidnapped by the

Stasi in the 1950s. Mr Heym said he had never knowingly given the Stasi information. It was a grim Reichstag that waited for him to begin speaking. He asked for greater understanding and unity between east and west Germans but dwelt, embarrassingly, on the past. "I have always asked why the euphoria of German unification has gone so quickly," he said.

"The people of east Germany freed themselves. But there were people who had weapons to defend the old, unloved system. They did not use these weapons. We should take this into account when we judge them," he said, making an implicit plea for a partial amnesty for those accused of collaborating with the Stasi.

Chancellor Helmut Kohl's Christian Democratic Union, and the Christian Social Union, its Bavarian sister party, refused to applaud. "It was a hard decision not to applaud him," said Mr Rolf Kiefer, CDU spokesman. "Heym went on about the crisis instead of looking at the good things of unification. He never talked about the oppression of the old dictatorship." But Mr Jürgen Möllemann, the maverick member of the Free Democrats, the junior partner in the coalition, said "the speech was more moderate than I had expected. Applauded."

The only ones who applauded en masse were the PDS, and the opposition Social Democrats, who, in 1990, had opposed German unification.

Germans flexible at last on credit cards

By Michael Lindemann in Bonn

The international credit card may finally have found a home in Germany despite the best efforts of the German banks to stop it happening.

Credit cards have, for years, had poor standing in their faces as Germany clung to its cash and cheque culture. In restaurants, waiters would take offence at the sight of a card. Shops cashiers would simply refuse to take them. Even now, despite having made some ponderous headway, there are still just 5m cardholders in Germany compared with an estimated 37m in the UK.

Now Deutsche Bahn (DB), the state-owned railways, will turn its popular railcard into a joint venture with Citibank, the US bank which is one of the world's largest providers of credit cards, offering travellers all the advantages of a Visa card.

The BahnCard or railcard, which offers half-price travel on the entire network, was introduced a couple of years ago and already has 3m customers. Both DB and Citibank forecast BahnCard sales will rise significantly with the new attractions.

Foreign banks have accused the state-owned railways of using every trick in the book to keep their cards out of the market.

Citibank says it made DB an offer at the beginning of the year.

The railways, one of the symbols of German efficiency and effective state stewardship, have been turned into a joint stock company as a first step towards privatisation and were having to look at new ways of making money, especially as administering the BahnCard was costing them about DM20m (\$3m) annually.

Other banks made alternative offers and a final decision was expected in September. But then, as Mr Volker Mindermann, a spokesman for Citibank, put it, "in the middle of

the night" there was an offer from the *Gesellschaft für Zahlungssysteme* (GZS), a peculiarly German organisation set up by all the domestic banks to manage EuroCard, the leading credit card in Germany which has around two-thirds market share.

GZS, representative of the collective nervousness of its owners at a large and emblematic foreign intrusion into the local credit card market, apparently offered to hand the entire annual revenues from the card - estimated at around DM150m - to DB if it were given the

'It's a question of habit. Germany is very much a cash society. It was also difficult when cheques were first introduced and more difficult to get people to use cash machines'

business. But they reckoned without the federal monopoly authorities in Berlin who began making enquiries to see whether GZS might be creating a cartel (being operated by too many banks), and before they could open a formal investigation, the EuroCard offer was withdrawn.

"The German banking community is still fighting against credit cards," Mr Mindermann said.

"They think everything can be done with the Baroque card and they'll try anything to keep foreigners like Citibank out," he said.

Citibank also estimates it will have revenues of between DM100-DM150m a year which it will share with DB. "But we need to keep some of the money to cover our costs," Mr

Mindermann said. But while Citibank has succeeded in ripping a large hole in the fenced off German market, it may be a while before other credit card companies will be able to slip through it.

American Express, which has just 1.2m cardholders in Germany, is still locked in a court battle with the *Zentrale zur Bekämpfung unlauteren Wettbewerbs* - a title which translates as the Centre for Combating Unfair Competition - an organisation which has been policing German competition law since early this century.

This tight policing probably does not surprise American Express. "It's a question of habit," says a local Amex official. "Germany is very much a cash society."

"It was also difficult when they first introduced cheques and it was even more difficult to persuade people to use cash machines" in the eighties, she said.

The Zentrale hauled American Express in a year ago for offering another company's products (free flights) in an attempt to boost its own sales. That, said the Zentrale, was a breach of the *Zugabeversordnung*, a law which forbids the offer of free gifts with the sale of goods.

American Express has since had to stop marketing the promotion. "They are still 'optimistic' that they will win the court case but are wondering why the Zentrale has not, in the meantime, taken action against Luftansa, the national carrier which offers a promotional package including car rental and hotel stays from companies which are not their own."

American Express would not comment. But it may just be that the German national carrier is having a blind eye turned towards it, while outside competitors remain in the fixed gaze of the authorities.

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NEWS: THE AMERICAS

Budget policy swings in political wind

Republicans' election success leaves future direction in doubt, writes George Graham in Washington

The Republican takeover of Congress has left fiscal experts and financial market analysts in doubt over the future of the US budget policy.

Is Washington about to embark on a frenzy of tax cuts that could widen the deficit dramatically unless offset by the kind of severe spending cuts that neither Republicans nor Democrats have ever shown any real inclination to undertake?

Will the fiscal restraint begun by President Bill Clinton's 1993 budget continue as Republicans follow through on their promise to amend the US constitution to require a balanced federal budget, and take the steps necessary to achieve that balance?

Or will gridlock set in, leaving the US with its current, relatively moderate budget deficit but with severe fiscal imbalances in the longer term unaddressed?

At its most extreme, the new Republican majority in Congress includes members such as Congressman Dick Armey, a confirmed supply-side economics professor from north Texas who wants a flat income tax rate, and believes that tax cuts will pay for themselves because of the additional revenue they produce.

But Mr Clinton warned in his press conference the day after the Republicans' crushing election victory that he would "do all in my power to keep anyone from jeopardising this economic recovery by taking us back to the policies that failed before" and produced the rising deficits of the 1980s.

The House Republicans' "Contract with America" promises measures that would reduce government revenue, such as a \$500 per child tax credit, lower tax rates on capital gains and a higher earnings



Clinton: stern test on budget cutting measures

threshold before older Americans still working lose their social security pension benefits.

But, although it promises a balanced budget constitutional amendment, it offers no specifics of the spending cuts that would be needed to balance the budget. Republican candidates have individually been assuring their constituents that they would not touch social security, Medicare, agricultural subsidies or veterans' benefits, which together account for 65 per cent of federal spending.

Mr Clinton may have critical support from some Republicans whose priority is fiscal discipline rather

than supply side stimulus. Senator Pete Domenici of New Mexico, who will take over as chairman of the Senate budget committee, is a noted fiscal hawk who has stood out from his party colleagues by his willingness to contemplate higher taxes as a means of bringing the budget deficit under control. He will not have much support for that position, but is likely to serve as an important brake on his colleagues' tax-cutting zeal.

Congressman Bill Archer of Texas, who will have direct control over tax policy as the new chairman of the House Ways and Means committee, stands between the two positions - though closer to his fellow Texan than to Mr Domenici. He concurs with the supply side analysis of a cut in capital gains tax rates - and also wants to index capital gains to inflation - but insists on keeping the current Budget Act rules which require any measure involving a loss in tax revenue to be offset by spending cuts or other tax increases.

"It's a discipline we must apply to the members of the Congress," he said yesterday. "Revenue scoring" - determining whether a measure will increase or reduce the government deficit - is an esoteric science conducted principally by the Joint Committee on

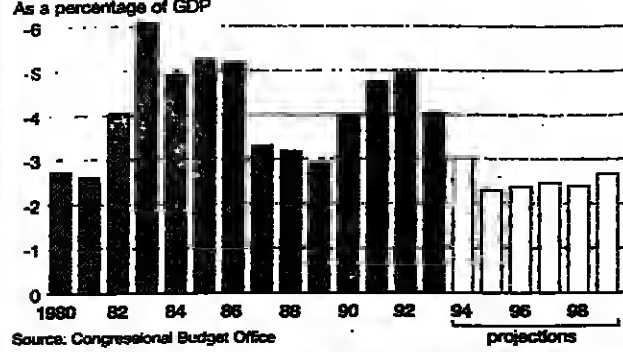
Taxation, a Senate-House organization which will be taken over by Mr Archer and Senator Bob Packwood, the new chairman of the Senate finance committee, and may therefore be expected to change some of its methodology.

Fast studies have suggested that while a lower capital gains tax increases revenue in the short term and reduces it over the medium term, its long run effect is close to neutral.

But an administration analysis of the Republicans' promise to index capital gains and exclude 50 per cent of gains from tax showed the measure to lose \$300 over four years.

US federal budget deficit

As a percentage of GDP



Source: Congressional Budget Office



More than a sop to Senator Kerrey

Scoring could thus become a crucial battleground between the White House and the Congress, with accusations of "smoke and mirrors" flying freely.

In the new political environment, the commission on entitlements chaired by Democratic Senator Bob Kerrey of Nebraska and retiring Republican Senator John Danforth of Missouri could play an unexpectedly important role.

It was once viewed as a sop from the White House to Mr Kerrey in exchange for his vote on the 1993 budget, but its findings could now attract much wider support.

Candidates count on the absentee vote

By Jurek Martin in Washington

The outcome of a handful of elections, including for the Senate in California and the governorship in Maryland, still hangs in the balance yesterday, awaiting recounts and the tallying of absentee ballots.

The California numbers still heavily favour the return of Senator Dianne Feinstein, the Democrat, over Congressman Michael Huffington. But neither had officially claimed victory or conceded defeat.

There are an estimated 400,000 absentee votes to be counted in California. With all state precincts reported, Ms Feinstein had 3,608,497 votes to Mr Huffington's 3,484,887. The Republican would have to take about two-thirds of those still outstanding to overcome his deficit; unlikely given the closeness of the race.

But it was much tighter in Maryland, with about 40,000 absentee ballots. Mr Parris Glendening, Democrat, led Mrs Ellen Sauerbrey by just over 6,000 votes (683,995 - 677,806). State officials said most still to be counted came from counties where he had run strongest, but neither side was taking anything for granted.

The tightest race of all, in which a recount was ordered yesterday, involved Congressman Sam Giddens, the Democrat from Connecticut known for investigations into US sales to Iraq before the 1991 Gulf war. The official tally had him winning by just two votes over Mr Edward Mansueti.

It was still technically possible for Mr Tom Foley, the

outgoing Speaker, to hold on to his Washington seat. But his qualified concession on Wednesday to Mr George Mitchell recognised that a 2,274 vote shortfall was unlikely to be reversed by absentee ballots of at most double that number.

With six House seats nationwide still undecided, the line-up stands at 228 Republicans, 200 Democrats and one independent, compared to the pre-election 256 Democrats, 178 Republicans and the same non-party representative, Mr Bernie Sanders of Vermont, who squeaked back by just over 7,000 votes out of 200,000 cast.

Probably the most remarkable demographic discovery of the exit polls was the widening of the gender gap. Nationally, about 54 per cent of men voted Republican, with the same percentage of women preferring Democrats, the biggest difference in polling history.

In some key races the split was even wider and occasionally decisive, with white male voters, many influenced by the conservative Christian Coalition and the pro-gun lobby, turning out in force. Though they may yet lose, Mr Huffington got 69 per cent of white male support and Mrs Sumner 58 per cent, while no less than two out of three supported Mr George W Bush Jr, conqueror of Governor Ann Richards in Texas.

In Virginia, where the religious right is particularly strong, Mr Oliver North, defeated Senator Chuck Robb by 46-43 per cent among men, but not enough to overcome his 48-41 deficit among women.

Clinton blames defeat on message of hostility

By Nancy Dunne in Washington

President Bill Clinton yesterday attributed the Republicans' crushing victory in this week's mid-term elections to the party's success in fostering hostility towards government. Their message is no longer as it was in the 1980s that government is the problem, "how government is the enemy," he said.

Speaking at Georgetown University, his alma mater and the site of many of his most defining campaign speeches, the president seemed more philosophical than bitter about the huge Democratic losses on Tuesday.

He ticked off his administration's domestic and foreign policy achievements, concluding that "in an ordinary time, that record would have generated support for the congressmen and women who made it".

But these are not ordinary times, he said. Voters are made insecure by the "relentless and dynamic" pressures of the global economy. "On Tuesday, the voters reflected their frustration with the pace of change and the messy and often, to them, almost revolting process by which it was made," he said. The president again took some of the responsibility "for policies and political decisions that hurt our candidates".

Term limits - a key point in the Republican's mid-term platform - are "looking better every day", he joked. On trade, Mr Clinton said that the US has "never been in a stronger economic position" to meet the challenges of foreign competition. However, "for many people, trade still appears to be a gale-force wind, another threat ready to blow away the prospects of a stable job at a good wage."

Mr Clinton expressed confidence that the Uruguay Round implementing legislation would be approved by Congress later this month. He likened it to the League of Nations which the US Congress failed to approve after the first world war. "When the US failed to engage we paid a terrible price and so did the rest of the world in economic stagnation, isolation and eventually another world war," he said.

Next week, at the meeting of the Asian Pacific Economic Co-operation group he hoped "to move from a common vision to a common direction... to set concrete goals to open the way for doing business in Asia". He expected the leaders to set a "target date" for achieving free trade in the region.

He would take up human rights questions during the visit but did not expect any "sudden" breakthrough.

More conservative views in Washington will irritate Aristide, writes Canute James

Haitians fear weakening of US support

Haitian officials fear the Republican party's sweeping success in this week's mid-term elections threatens continued US support for their country.

Officials in the new administration of Mr Smanck Michel, the prime minister, are worried that Republican lawmakers, many of whom have opposed President Bill Clinton's policy of military and economic support for Haiti, will demand a rapid reduction in American involvement.

With Republican control of the US House of Representatives and the Senate from January, the officials said yesterday, it was likely that a timetable would be approved for an early withdrawal of US troops from the Caribbean sea, creating a security vacuum before the planned 10,000-member Haitian police force was recruited and trained.

This could create instability in the country, where law and order is being maintained by foreign troops and police monitors, they say.

The economic reforms planned by the government may also be threatened by a harder line from the Republican-controlled legislature. The US is the main donor to a \$900m aid package which

international financial institutions and the Haitian government agree is needed to start rebuilding the economy and the social and physical infrastructure over the next 15 months.

A more conservative attitude to Haiti by US lawmakers in the New Year is likely to irritate President Jean-Bertrand Aristide, who is banking on

Haiti will continue to be US policy," said Mr Stanley Schragar, a spokesman for the US embassy in Port-au-Prince. "Thus far it has been successful and we would hope that success would continue in the future and that all Americans will continue to support it."

This is apparently no comfort to the new Haitian administration. Officials

Clinton has succeeded so far but now he will be swimming upstream

US support for the remaining 14 months of his administration, diplomats in Port-au-Prince suggested yesterday.

Without a clear commitment on continuing support from Washington, Mr Aristide may be inclined to reconsider the political merits of some of the administrative and economic reforms to which he is now committed, particularly those likely to be unpopular.

However, a more optimistic position is being taken by US officials in Haiti. "I think the support for President Aristide and the restoration of democracy in

say President Clinton had to ride roughshod over the more liberal outgoing Democrat-controlled legislature to secure US military pressure to force Haiti's army leaders out of the country and assure Mr Aristide's reinstatement.

"The one factor which Mr Clinton has going for his Haiti policy is that it has been a foreign policy success so far," said a diplomat to Port-au-Prince yesterday. "But now he will be swimming upstream on this issue. This apparent success might be undone before it is guaranteed - which must be with the

installation of Mr Aristide's successor in February 1995."

A key player in Washington's Haiti policy in the new legislature will be Mr Jesse Helms, the Republican senator from North Carolina, who is likely to become chairman of the Senate foreign relations committee. Senator Helms has been a consistent and harsh critic of Mr Aristide, and has publicly questioned the president's mental stability.

Meanwhile, the new government's priority is to jumpstart Haiti's economy, Mr Michel said. The adjustment of the economy will be done on the basis of "democracy, justice and tolerance," with the public sector being rebuilt, and social services rehabilitated. One immediate government concern is public health. Maternal and infant mortality are increasing, and there is a high incidence of tuberculosis.

The new government will try to stimulate economic growth by an early reform of import tariffs in order to eliminate monopolies. State enterprises and services which are to be privatised will be sold to companies and individuals who will be capable of running them efficiently, the prime minister said.

Bolivia needs \$2bn to stem cocaine output

Bolivia needs at least \$2bn in foreign aid to begin eradicating its illegal but lucrative cocaine industry, the country's president said yesterday. AP reports from La Paz.

President Gonzalo Sanchez de Lozada said at a news conference that the government had a plan to replace coca leaf production - the raw material processed into cocaine - with other cash crops and industry. "We cannot wait for the demand side of cocaine to be resolved; it is important that we deal with the production side," he said.

"It is more convenient to invest \$1m in development and substituting coca fields than \$1bn in reducing demand and combating drug traffickers."

The success of the government's plan is dependent on foreign aid of at least \$2bn and the consensus of Bolivian society. Mr Sanchez de Lozada said. The plan would convert the main coca leaf producing region of Chapare into an industrial park to be developed with the active participation of private business.

A meeting of the country's top political leaders is set for next week to discuss and reach a consensus on this plan.

At least 300,000 people in the Chapare region depend on coca cultivation for their livelihood. Coca leaf has been grown for centuries in Bolivia; it is used as a tea for religious rites and

chewed by farmers and miners to help combat the effects of high altitude and hunger.

Most of the leaf devoted to traditional uses is grown on the eastern slopes of the Andes, while the coca for cocaine - about 40,000 hectares - is grown in the Chapare, a

Farmers say no other crop provides the income and assured markets

lush sub-tropical region in the middle of the country.

Coca leaf farmers say that no other crop provides the income and assured markets and have resisted switching from coca to other crops until they are convinced they can earn the same.

The plan includes converting fields to other crops, relocating farmers to other regions of the country and establishing industrial plants in areas not suitable for farming. The government has begun negotiations with the Inter-American Development Bank, the World Bank and the United Nations to finance this programme.

Bolivia, an impoverished country of 7m people, produces an estimated quarter of the world's coca leaf that is processed into cocaine.

Christie's in \$37.5m NY sale

By Antony Thornton

Christie's auction of Impressionist and Modern art in New York on Wednesday night was a success, totalling \$37.5m (\$33.4m). A total of 44 of the 57 lots on offer found buyers, and 11 sold for more than \$1m. This is firm evidence that the art market is recovering its nerve.

The Republican mid-term electoral victories helped to make the American rich feel that bit richer.

The star lot was a decorative oil by Toulouse-Lautrec of a ballet dancer adjusting her tights. It sold for \$4.78m (\$3m), well over double its estimate. In contrast, the most highly rated item, the last circular version by Monet of his favourite subject, *Nymphéas* (Waterlilies), still in private hands, sold for just \$3.3m, well below its \$4m-\$6m estimate.

Nymphéas had decorated the Manhattan apartment of the late Alice Tully and Christie's had guaranteed her executors a fixed sum, reportedly around \$25m, for the chance to sell her collection. Fortunately for Christie's all five Tully pictures in this auction found buyers.

Another painting which carried a guarantee, one of six of the same model painted by Corot when confined to his studio with gout, also sold below target, for \$1.45m as against the \$1.8m-\$2.2m estimate.

Cuba and the IMF compare notes

Pascal Fletcher explores the significance of visits from a much pilloried institution

Cuba has long pilloried the International Monetary Fund as the torch-bearer of neo-liberal capitalism. It regularly blamed IMF "shock remedies" for causing hunger, unemployment and poverty across the Third World, especially Latin America.

The fact that a senior IMF official should have visited Cuba twice over the last year is, then, intriguing.

The "non-official" visits by IMF executive director Mr Jacques de Groot late last year and early this year do not mean that Cuba, which left the Fund in the early 1960s, is trying to re-join, at least not yet.

For one thing, the US maintains a blocking objection to Cuban membership as part of its economic sanctions against Cuba's one-party socialist government.

But the IMF contacts do reflect an important shift in Cuba's economic policy since the country was left like an orphan in the world economy after the disappearance of its protector, the former Soviet Union.

Not only is Cuba trying to beat its recession by implementing reforms the IMF would not disown, but it is also signalling clearly, perhaps as much through necessity as conviction, that it wants to come out of the cold and back into the mainstream of the world economic community.

"Whether we like it or not, [the IMF] is a leading institution in the world economy and so it is a must for us to know about it," Mr Raul Amado Blanco, vice-president of the



Fidel Castro: his socialist country was left like an orphan

National Bank of Cuba, the central bank, said in an interview.

He said the IMF officials who visited were briefed about Cuba's reform moves. Cuba learned how the IMF and World Bank had helped other command economies in eastern Europe and Asia move towards market-oriented policies.

But senior Cuban officials are careful to put limits on the rapprochement with the IMF and on just how far Cuba intends to go in its reforms.

Mr Amado Blanco said rejoining the Bretton Woods institutions was not being actively considered. "We would have to be convinced of the usefulness of rejoining... whether it would really signify a contribution to our

political and economic policies," he said.

Cuba's vice-president, Mr Carlos Lage, said Cuba was ready to discuss economic options with the IMF, the World Bank and anybody else. "That doesn't mean we are ready to do what these institutions dictate."

Nevertheless, the economic reforms being introduced by Cuba would not be out of place in an IMF or World Bank policy manual. They include cuts in subsidies to loss-making state companies, selective price increases, farm reforms, currency reform, decentralisation of decision-making, the imposition of taxes, moves to control liquidity and an assault on the yawning budget deficit.

Many of the changes, such as

the recent authorisation of public markets for farm produce and consumer goods, also reflect recommendations made by a team of Spanish experts led by Spain's former finance minister Mr Carlos Solchaga.

"Cuba is making a serious structural adjustment effort," Juan Triana, deputy director of Havana University's Centre for Studies on the World Economy, said.

The budget deficit, which in 1993 stood at 4.2m pesos, has already been reduced by some 25 per cent this year. The glut of Cuban pesos sludging around the economy, estimated at nearly 12m pesos in circulation at the end of April, has already been cut by 1.3m pesos, according to the central bank.

The moves, also aimed at throttling the black market, have caused a tightening of the level of pesos in circulation and a fall in the black market value of one dollar to less than 50 pesos from past lows of more than 100. Putting buying power back into the peso is one of the objectives.

Cuban officials insist the ongoing reforms differ from IMF remedies. They say the state is keeping a dominant, controlling economic role and social concerns are paramount.

"We have a strategy... it's not a strategy of capitalist development... it's a strategy of a planned, socialist economy," said Mr Lage, who is viewed as the main architect of Cuba's economic reforms.

He said Cuba would preserve "the essentials" of its socialist system - official shortbread for free, universal health, educa-

tion and other social services. At the same time, however, Mr Lage announced Cuba was opening up more of its economy to foreign investment, namely real estate and sugar production for foreign investment.

Many foreign economists, however, say Cuba needs to go further, faster. The IMF's Mr de Groot noted after his November 1993 visit the Cuban authorities were "still hesitating over the basic issue of allowing more private property and individual decision-making in the economy."

The Spanish team led by Mr Solchaga, in a report in June this year, said Cuba "must start to help itself" by moving faster to dismantle rigid economic structures and opening up more private business opportunities to Cubans.

Mr Lage hinted the government was working on currency reform, expected to be the introduction of a convertible peso, and was also considering widening the legalisation on private, self-employment for Cubans.

Concerns over social unrest, like the unprecedented street disturbances in Havana on August 5, are undoubtedly giving impetus to the reforms. So too is the prospect of another record low sugar harvest, the third in a row for Cuba's sugar-based economy.

Cuba also desperately needs fresh external credits, which have all but dried up since Paris Club official creditors' rescheduling talks on the convertible currency debt of more than \$7bn stalled in the second half of the 1980s.

NEWS: WORLD TRADE

Apec officials agree on code for investors

By Peter Montagnon in Jakarta

Senior officials of the 18 countries in the Asia-Pacific Economic Co-operation forum agreed late last night on the text of a new code on foreign direct investment in a move that removed, for the time being, a serious block to progress on trade liberalisation at their meeting here.

"We have reached a constructive conclusion," said Mr Peter Adams of New Zealand, co-chairman of the group which has been struggling to resolve differences over investment all week. Neither he nor other delegates would comment on details of the agreement, but US officials, who had objected to an earlier draft on the grounds that it was too weak, said they were pleased with the outcome.

The text must be approved by Apec ministers who start formal talks here today in the run-up to next week's summit. Several officials warned that the agreement could not be regarded as final since ministers might want to change the text. But they said they had managed to reach agreement on a unified text which should prevent the politicians becoming bogged down in their own contentious drafting process.

A row over the investment code has been simmering here all week as Washington sought stronger wording on several clauses. Although the code is non-binding, the US was worried that the original draft offered international investors insufficient protection against

US-Japan trade talks to resume

By Frances Williams in Geneva

The US and Japan have agreed to resume negotiations on opening up Japan's car market and decided to make another try at striking a long-awaited glass deal, Reuter reports from Jakarta.

Mr Mickey Kantor, US trade representative, secured the commitment to new negotiations after a two-hour meeting with Mr Ryutaro Hashimoto, his Japanese counterpart. "Our meeting was very positive," said Mr Kantor. "We have agreed to re-engage on the full range of auto and auto parts issues." Mr Hashimoto, and Mr Kantor are in Jakarta for broader Asia-Pacific talks. "It's always helpful to meet. We will move forward as rapidly as we can," said Mr Kantor, noting there were "separate potential solutions" to each part of the sprawling car sector.

Altogether, cars and car parts make up 60 per cent of the lopsided two-way trade flow, despite repeated efforts to strike a deal and cut the \$60bn imbalance. Mr Kantor said no time had been set for the car talks but lower level officials would meet on December 5-6, to try to iron out differences over Japan's \$4.5bn flat glass market.

Failure to ratify Uruguay Round could put trading system in jeopardy

Sutherland warns of US 'mortal blow'

By Frances Williams in Geneva

Failure by the US to ratify the Uruguay Round global trade accords this year would deal a "mortal blow" to the international trading system, Mr Peter Sutherland, the director-general of the General Agreement on Tariffs and Trade, said yesterday.

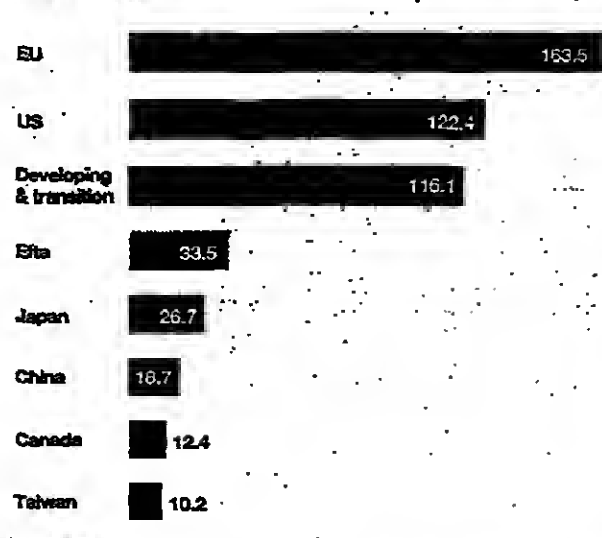
Speaking at the launch of a Gatt study which shows an annual \$510bn potential income boost to the world economy from the Uruguay Round, Mr Sutherland said postponement of the US decision was not an option. World leaders had committed themselves to bringing the round, and the World Trade Organisation, Gatt's successor, into force next January. Failure to do so could destroy the results of eight years of negotiations.

"It would be inconceivable that a country that has so much to gain from the Uruguay Round could strike a mortal blow to the system by putting off the debate," he said. The Gatt report says trade liberalisation in goods alone could add over \$120bn a year to US national income by 2001, more than a fifth of the total.

US "fast-track" authority, under which Congress votes on

Who's to gain from liberalisation

Estimated increase in annual income in 2005 (\$bn)
World: \$510bn



Source: Gatt

the Uruguay Round implementing legislation without amendment, is due to expire at the end of this year. Without this authority legislators could pick the accord to pieces, effectively killing it.

The Gatt chief said it was very difficult to see the WTO

Not only would the world lose the benefits of the Uruguay Round. The effect would be ultimately to destroy the trading system built up so painstakingly since the last war. "The whole multilateral system would be extremely seriously - mortally, I would say - damaged," he said.

The world income gain from Uruguay Round liberalisation of trade in goods shown in the latest Gatt report is twice the annual \$235bn estimated earlier this year. Gatt's new economic model tries to capture the effects of increased competition in domestic markets, scale economies from expanded world markets and the "dynamic" impact of higher income on savings and investment.

Of the extra global income of \$510bn a year under Gatt's "most plausible" set of estimates, nearly two-thirds results from reductions in non-tariff barriers. Of these, the most important is the phase-out of the Multi-Fibre Arrangement governing trade in textiles and clothing, which could greatly reduce prices for consumers in the US and Europe and treble world exports.

Cuts in industrial tariffs contribute about a quarter of the gains, partly through price

British mission heads for India

By Andrew Baxter in London and Kunal Bose in Calcutta

A specially chartered Concorde will leave the UK for India on Sunday carrying Mr Richard Needham, Britain's trade minister, and 85 top industrialists, small businessmen and bankers on the UK's biggest ever trade mission.

The week-long tour of Calcutta, Delhi, Bombay and Madras is the most ambitious step yet by the Department of Trade and Industry to boost British trade with India, which last year was worth more than \$1bn in each direction.

Mr Needham, who is leading the mission, said in London yesterday that opportunities for UK companies in India were unrivalled by any other market in the world: along with China, India is one of the world's two fastest growing developing economies.

The mission marks a further British attempt to build on historic links and benefit from India's economic liberalisation programme. "India is opening up to investment, joint ventures and increasingly to overseas trade," Mr Needham said. Last year, bilateral trade was marginally positive in Britain's favour, but this year UK exports have been rising at a slower rate than its imports from India, suggesting there will be a small deficit for the year as a whole.

Mr Needham said the UK was already playing a big role in India, but he hoped the mission would lead to more deals, especially in infrastructure projects such as telecommunications and power.

The presence of bankers and insurance executives on the trip reflected the importance for India of private-sector "build-own-operate" and "build-operate-transfer" infrastructure projects, whose financing arrangements are normally complex.

Mr Needham is particularly keen to encourage partnerships between UK and Indian companies, such as a 50:50 joint venture announced yesterday by Rolls-Royce, the UK aero-engine and industrial power group, and RPG Enterprises, India's fourth largest business group.

The two companies have formed RPG-RR Power Engineering to modernise and refurbish India's older power plants. The signing ceremony will be in Calcutta on Monday.

Mr Sanjiv Goenka, vice chairman of RPG Enterprises, said that "the power shortage in India can be mitigated to some extent by improving the operational efficiency of the old power plants. The majority of power plants here are more than 12 years old and many of them need to be renovated."

Gatt panel to rule on Indian car complaint

By Frances Williams in Geneva

A Gatt disputes panel is to rule on a disagreement over imports of Indian cars into Poland, an issue which could have important implications for the European Union's trade agreements with former communist states in eastern Europe.

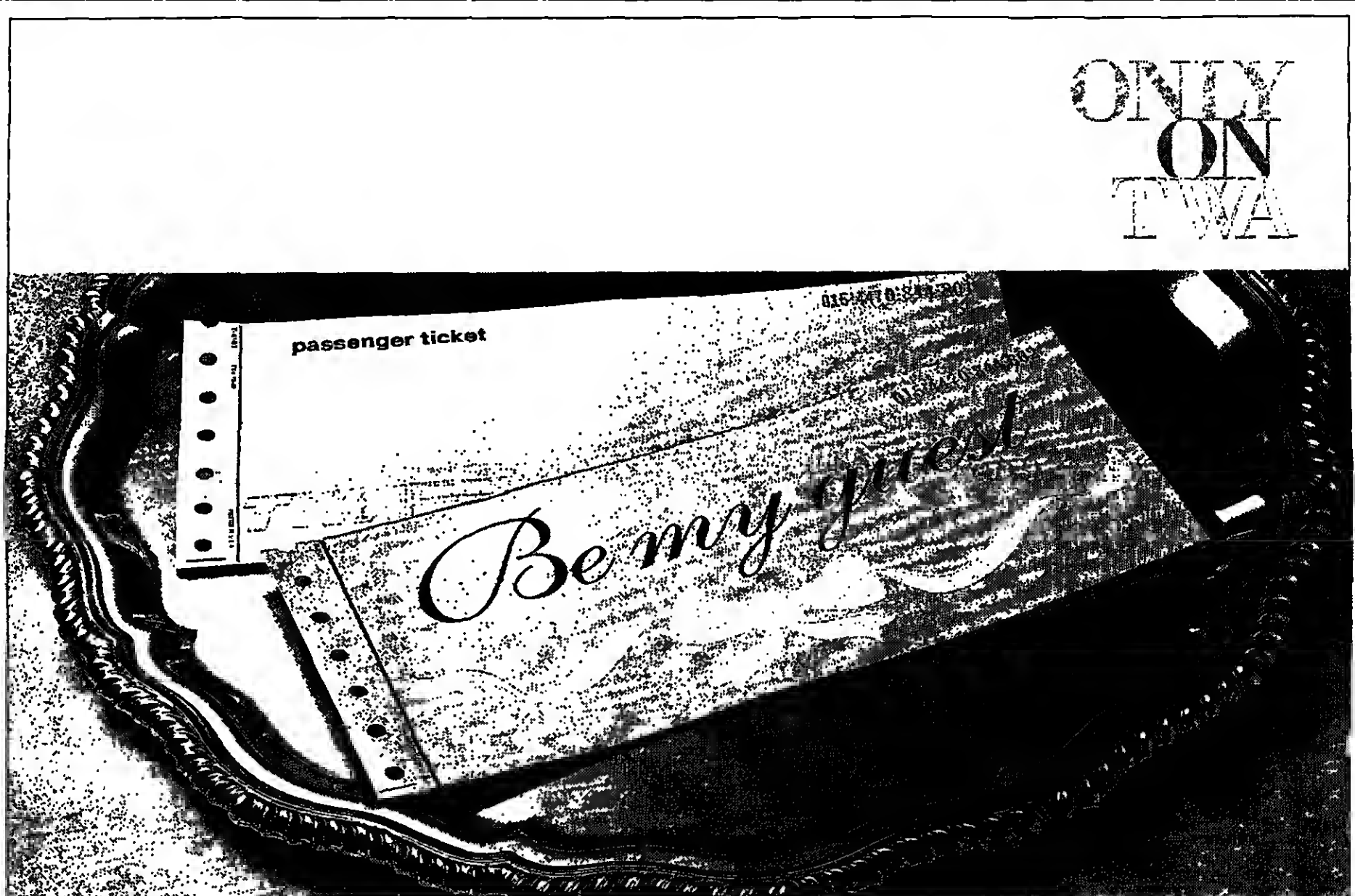
India says a doubling of Poland's tariff on cars in 1992, coupled with a duty-free quota for the EU under a 1991 bilateral agreement, have hurt its car exports to Poland and thus violated its Gatt rights. According to the Indian complaint, its car deliveries to Poland fell from 4,568 units in 1991-92 to 1,000 in 1992-93 and to 504 in 1993-94. No deliveries have been made this year.

India, whose request for a Gatt panel was granted by Gatt's governing council yesterday, said the Polish measures could not be justified under Gatt rules on free trade areas and breached Gatt's non-discrimination principle.

Strong support for India came from Japan, which said its own car exports to Poland had been affected, and from a number of other countries including the US, South Korea and several south-east Asian and Latin American nations. The EU and 11 other countries said they intended to make representations to the panel.

Among other items discussed yesterday:

- The council decided to postpone discussion of a disputes panel report ruling mainly in Washington's favour on US car taxes designed to penalise excessive fuel consumption. The EU had charged that these discriminated against European exports of luxury cars.
- The EU and 46 developing countries requested a formal waiver from Gatt rules for the Lomé Convention which gives EU trade preferences to 70 Third World nations. However, the US and some other countries asked for more time to consider the details of the waiver and the council postponed discussion to the annual meeting of Gatt members next month. EU officials said afterwards they were confident that the waiver, which needs a two-thirds majority vote, would pass.
- A report on dispute settlement activity showed a substantial drop in disputes brought to Gatt over the past 12 months, a decrease attributed partly to the expected entry into force next January of tougher dispute settlement rules under the new World Trade Organisation.
- Georgia became the last former Soviet republic to become a Gatt observer, along with Sudan which has applied directly for WTO membership.



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Baghdad recognises Kuwaiti sovereignty

By Roger Matthews,
Middle East Editor

Iraq yesterday abandoned its long claim to Kuwait and recognised the United Nations-defined border in an attempt to pave the way for an easing of international sanctions imposed after Baghdad's invasion of the Gulf state in 1990.

The decision to comply with UN Security Council Resolution 533 was taken by the National Assembly and later endorsed by the Revolutionary Command Council. It came a month after the US and its allies deployed tens of thousands of troops, together

with warships and aircraft, to counter a renewed Iraqi military build-up near the Kuwaiti border. In a statement released last night the Revolutionary Command Council, headed by President Saddam Hussein, said that Iraq "recognises the sovereignty of the State of Kuwait, its territorial integrity and political independence".

Iraq also "recognises the international boundary between the Republic of Iraq and the State of Kuwait as demarcated by the United Nations Iraq-Kuwait Boundary Demarcation Commission... and respects [its] inviolability."

Initial international reaction to the Iraqi announcement was cool and early moves towards an easing of sanctions are not expected.

The US said Iraq's recognition of Kuwait had to be in "practice as well as in words" and warned that Baghdad had to comply with other UN resolutions before sanctions can be lifted.

"If that is, in effect, true in practice as well as in words, that is positive," said Mr Dee Dee Myers, the White House spokeswoman. "But there are a number of other elements in UN resolutions that Iraq must adhere to before we can even

discuss lifting sanctions."

Senior US officials have previously emphasised that Iraq must comply fully with all aspects of weapons control and monitoring, account for all Kuwaitis transferred to Iraq during the occupation, and put an end to repression of the Iraqi people. Some diplomats have interpreted this as meaning the US will not support an end to sanctions while Mr Saddam remains in power.

The UN Security Council meets on Monday to review the sanctions and British officials said yesterday they did not expect any action to be taken. However, Russia, which played a

significant role in persuading Iraq to announce the recognition of Kuwait, is likely to press for some indication from the Security Council that it will react positively to Iraq's move. The National Assembly session in Baghdad yesterday was attended by Mr Andrei Kosyrev, the Russian foreign minister.

France and China have also appeared sympathetic to rewarding Iraq as it edged towards full compliance with Security Council demands. But the French have taken a harder line since Iraq last month moved its forces close to the Kuwait border.

Kumaratunga wins Sri Lanka presidency

Mervyn de Silva and Reuters
in Colombo

Mrs Chandrika Kumaratunga, the Sri Lankan prime minister, swept home by nearly 3m votes yesterday in the country's presidential election, in what she called a victory for democracy and peace.

"It is a clear mandate for the peace process started by our government," said Mrs Kumaratunga. "This was significant as it was done in the face of a strong and inflammatory campaign undertaken by major opposition parties to fan racial violence in hopes it would get more votes."

Mrs Kumaratunga, candidate for the ruling People's Alliance, received 4.7m votes or 62.28 per cent to emerge as winner of the "battle of the widows" by a big margin.

The opposition United National party's (UNP) Srma Dissanayake, widow of the assassinated original candidate Gani Dissanayake, polled 2.7m votes.

Mrs Kumaratunga, the first woman to win a presidential election in Sri Lanka, will be sworn in tomorrow to replace the UNP's Dingiri Banda Wijetunga, officials said.

In her new capacity as executive president - a position she has promised to scrap by July 1995 - she enjoys virtually dictatorial powers.

Her victory showed that voters on the borders of an ethnic war-zone are not necessarily the most uncompromisingly racist or extremist.

The north-central province which is regularly raided by



Chandrika Kumaratunga, candidate for the ruling People's Alliance, promised to bring peace to the war-ravaged country.

the secessionist Liberation Tigers of Tamil Eelam with sometimes entire Sinhalese and Moslem villages wiped out, voted overwhelmingly for the "peace candidate".

Moreover, analysts say the military is now prepared to back her efforts to secure peace with the Tigers.

Mrs Kumaratunga, 49, had led her party to victory in parliamentary elections in August, ending the UNP's 17-year rule by promising to bring peace to the war-ravaged country and cut the cost of living.

The daughter of two prime ministers - she lost both her father and her husband to the country's bloody politics - Mrs Kumaratunga said her government would forge ahead with peace but not at the expense of the majority Sinhalese community.

Bank goes to bat for Taiwan

Laura Tyson reports on the mixing of banking with diplomacy

Mixing banking with diplomacy may seem a curious enterprise but for ChinaTrust Commercial Bank, it has to be done.

Controlled by one of Taiwan's wealthiest and most influential families, the island's biggest privately-owned bank is building an international presence by dovetailing its strategy to become a "global Chinese bank" with the isolated government's efforts to improve its relations with foreign countries. Just 29 mostly small nations now recognise Taipei instead of Beijing, rivals since 1949.

To begin with, ChinaTrust plans a network stretching from South America to the Indian subcontinent and from London to Jakarta. It will later aim to widen its reach to South Africa, Russia, Australia, Canada, Mexico and eastern Europe.

By the end of the year, ChinaTrust expects to open branches in Hong Kong, New Delhi and Paraguay. Soon thereafter it plans to set up representative offices in Hanoi and Tokyo, buy into joint venture banks in Indonesia and the Philippines, apply to open a branch in New York, and apply to open offshore banking units in Thailand and Malaysia.

The bank has five representative offices - in London, Jakarta, Manila, Bangkok and Hong Kong - and recently established a securities company in London.

"Our mission is not just to make profits, but also to play a quasi-diplomatic role," concedes Mr Wu Ching-mai, senior executive vice-president in charge of international banking. "Of course, Taiwan's efforts to gain recognition internationally was one of the

important original motivations behind our overseas expansion, but at the same time it makes good business sense."

Cosy ties between business and government are common in Taiwan, but ChinaTrust's owners, the Koo family, are especially entwined with the governing Nationalist party. The clan patriarch and head of the family's diversified business interests, Mr Koo Chen-fu, chairs the Straits Exchange Foundation, a nominally private organisation that conducts Taipei's arm's-length political dialogue with Beijing begun in April 1993. He is also a member of the ruling party's central committee.

His nephew and ChinaTrust's chairman, Mr Jeffrey Koo, doubles as an unofficial ambassador-at-large for Taiwan in part through his role as head of the Chinese National Association of Industry and Commerce. The foreign ministry allocated funds to support Mr Koo's quasi-diplomatic endeavours, which include meetings with heads of state and other political

Businessmen often have more clout and better access than government officials

figures whom Taiwan's leaders are unable to see because of China's objections.

"As Taiwan is severely limited in its official relationships," says Mr Parris Chang, a legislator from the Democratic Progressive party and a member on the foreign affairs com-

mittee of Taiwan's Legislative Yuan, or parliament, "you find that Taiwanese businessmen often have more clout and much better access than government officials. For many years, C.F. Koo served as Taipei's unofficial foreign minister, and Jeffrey has inherited this role from his uncle."

Seen as one of the few Taiwanese banks with the potential to become a truly international bank, ChinaTrust recently retained Mr Samuel Hsieh, who finished a term as governor of Taiwan's central bank at the end of May, to help the bank consolidate its international links.

ChinaTrust's strong push into south-east Asia is designed to complement the government's "Go South" policy, an effort to divert Taiwanese investment flows away from China and into south-east Asia. President Lee Teng-hui added impetus to the initiative with his "vacation diplomacy" tour of several countries in the region earlier this year. Taiwanese investment in China has surged in recent years to an estimated US\$20bn, and Taipei fears becoming economically dependent on China.

"Our philosophy is to become a global Chinese bank, meaning we will serve markets where there are Chinese communities and Chinese investment," says Mr Wu. "Taiwanese companies tend to be unknown quantities outside Taiwan so they can't get banking services in many countries. We can help them facilitate business by taking collateral here in Taiwan."

India is the one exception. "We're going there because it's a place where we think Chinese ought to go, and we're confident they will, now that India has decided to open its

economy," Mr Wu says. "In all other instances, we're following our clients."

Taiwan has opened a trade office in the Indian capital, and India is expected to open a similar office in Taipei soon. The bank's planned branch in Paraguay is not as improbable as it may appear at first glance. The Taiwan government is assiduously courting Asunción with offers of economic assistance, and ChinaTrust's presence should bolster reportedly wobbly ties with the only government in South America to maintain formal diplomatic relations with Taipei.

"There's a strong desire on the part of both governments to increase the flow of Taiwanese investment into the country," says Mr Wu. "As well, we feel Latin America is changing for the better. There are a lot of Chinese immigrants in the region, and we want to use Paraguay as a regional centre from which to look at Brazil, Argentina and Chile."

ChinaTrust's strength is likely to be in Asia, where Taiwan is becoming an important provider of both investment and, increasingly, debt financing capital. Taiwanese banks are beginning to join syndicated loans and will play a role in regional debt issues as capital markets become more developed.

Trade flows are following investment flows in Asia, where Taiwan is already the second or third largest foreign investor in many countries and the biggest investor in Vietnam. "I think you'll begin to see business groups from across the region teaming up to invest in third countries," says Mr Wu. "It's all about sharing risks. That's how Taiwan's industry was built."

Exchange rate imprisons Burmese economy

Nationalistic devotion to a strong kyat is restricting both investment and exports, writes Victor Mallet

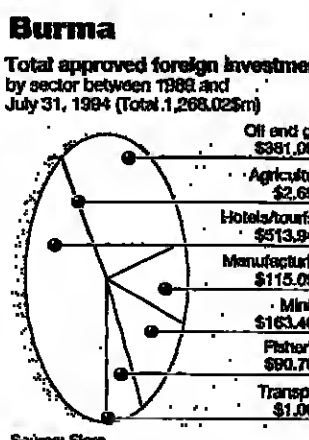
Fear of persecution is not an emotion normally associated with seminars on financial markets, but then Burma's military junta does not preside over a normal financial system; after 32 years of socialist military dictatorship, it runs one of the world's poorest and least sophisticated economies.

"It is time to take appropriate steps for the formal opening of a stock exchange in Yangon (Rangoon)," declared Brig-Gen Win Tin, the Burmese finance minister, at a recent seminar sponsored by Japan's Daiwa Research Institute.

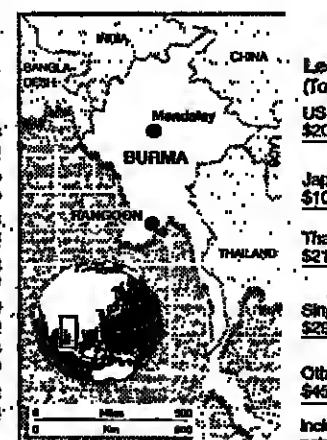
But the Burmese bureaucrats, academics and businessmen attending the meeting were visibly frightened to be asked by a journalist for their views on Burma's economic policies and the prospects of a stock market. They shuffled their feet nervously and said they could not speak without official permission.

Particularly unwelcome were questions about the most urgent financial issue confronting the junta - the overvalued official exchange rate of the kyat, the local currency. In theory a dollar buys just under six kyats, but on the black market it will fetch 115 kyats.

The exchange rate policy of the State Law and Order Restoration Council (SLORC) - as the junta calls itself - restricts both inward foreign investment and Burmese exports.



Source: SLORC



Source: SLORC

Investors and exporters would receive far too few kyats for their dollars if they ran their businesses in a conventional manner, and they have been forced to avoid the obstacle by engaging in complex joint ventures or barter arrangements involving the export of beans and other agricultural produce.

SLORC's obsession with an artificially strong currency would also block the disbursement of funds from the World Bank, the International Monetary Fund and the Asian Development Bank, if such funds were not already blocked by western protests against SLORC's many human rights abuses.

SLORC generals, trained as soldiers rather than economists, talk vaguely of an eventual

"convergence" between the official and unofficial rates. They argue that the exchange rate is not a problem because they tolerate dealings on the black market, but the policy distorts the Burmese economy in several ways.

The armed forces and state-owned enterprises, for example, are allowed to import weapons and raw materials at the official rate, which means they pay unrealistically low amounts of kyats for their imports. And the official exchange rate is used to calculate all import tariffs, depriving the government of much-needed tax revenue.

"They are always talking about a market-oriented economy," says Mr Ho Chin Beng, chief representative in Ran-

goon of the Development Bank of Singapore. "But the one main stumbling block remains the official exchange rate of the kyat."

The SLORC's reluctance to tamper with the exchange rate is based partly on its collective respect for Gen Ne Win, the 83-year-old former dictator who, from his retirement, is believed to exercise considerable control over younger generals. He is adamantly opposed to devaluation on nationalistic grounds.

SLORC generals also fear that a devaluation will boost inflation - already running at an estimated 40 per cent - and anger the poor by increasing the cost of basic products such as cooking oil. These are sold by the state enterprises that currently enjoy a hefty

exchange rate subsidy.

In the past few years, Burma's generals have embarked on a series of economic reforms. They have encouraged foreign investment, eased restrictions on tourists, liberalised agriculture, legalised the vigorous border trade with China and Thailand and allowed the establishment of private banks and private hotels.

Foreign companies, particularly from Singapore and Thailand, have responded enthusiastically. Twenty big hotels are under construction in Rangoon. Seventeen foreign banks have been licensed to open representative offices. Newly-imported second-hand cars are creating the first traffic jams for a generation. Consumer goods such as televisions are on display in the shops, and economic growth last year is estimated at 6 per cent.

In its efforts to revive the economy, the SLORC has even risked incurring Gen Ne Win's wrath by introducing currency notes in sensible decimal denominations such as 10 and 100. For years the Burmese had to count their money laboriously in notes of 90 and 45 because nine was the general's lucky number.

SLORC ministers have also tentatively begun to raise the cost of basic services for the country's 43m inhabitants towards more realistic levels. Last year, Rangoon bus fares were doubled to two kyats

(about two US cents at the free market rate); the price of electricity has just increased fivefold, except for government employees; and the cost of petrol rationed after the end of the 1980s has risen from 18 to 25 kyats per imperial gallon in the last few weeks.

Reforms implemented so far have encouraged construction and consumer spending and attracted hoteliers and crafty foreign commodity traders to Burma. But many Japanese and western companies are reluctant to invest in a country where the regime is unpopular with its subjects, the banking system remains primitive, corruption and bureaucracy are rampant and repatriation of profits depends on the ability to export beans or lentils.

"Things are changing on the surface, but there's no structural change," says one Burmese businessman. Rangoon-based diplomats agree, pointing out that other south-east Asian economies such as Thailand and Indonesia have been able to succeed despite corruption and military influence because trained economists and technocrats control macro-economic policy.

This is not the case in Burma. "The problem is that sooner or later, as all these niche opportunities created by the reforms are taken up, the whole system will hit the ceiling and be held back by the structural impediments," says one diplomat.

INTERNATIONAL NEWS DIGEST

NZ, Australia end plans for open skies deal

Any hopes of establishing "open skies" between New Zealand and Australia were finally dashed yesterday, when transport ministers from the two countries acknowledged that a 1988 agreement, which would have given Air New Zealand access to Australia's domestic market from November 1, will not proceed.

Mr Laurie Brereton, the Australian transport minister, said the 1988 memorandum of understanding would now go no further than the existing concessions which allow Air New Zealand to pick up the equivalent of 12 jumbo-jet loads of passengers in Australia each week and take them to another overseas destination.

Mr Maurice Williamson, his New Zealand counterpart, conceded that the climate had changed since the agreement was signed, in part because the Australian government was poised to float its remaining 75 per cent stake in Qantas, the Australian flag carrier, next year. Air Zealand's entry into the Australian domestic market, as a second competitor alongside Ansett, would almost certainly have disrupted Qantas's domestic revenue flow.

The aviation row broke out two weeks ago when Australia unilaterally "froze" the memorandum - just days before Air New Zealand would have been permitted to fly internal Australian routes. There has subsequently been speculation that the Australian authorities were keen to encourage a tie-up between Ansett and Air Zealand, thus extending the monopoly which exists in Australian air services across the Tasman. Ansett already flies domestic routes in New Zealand. *Nikki Tail, Sydney*

S Korea to apply to OECD

South Korea expects to apply for membership in the Organisation for Economic Co-operation and Development next month, the ministry of finance said yesterday. The application would follow Korea's acceptance as an observer on the OECD's financial market committee, which is expected to be granted by the end of November.

Seoul plans to begin formal negotiations to become the OECD's 26th member during the second half of 1995, with a goal of having its membership approved by June 1996. But the negotiations are expected to be contentious, since the OECD is demanding that Korea accelerate its schedule for financial liberalisation, while Seoul argues that any such move would be detrimental to the economy. Seoul is planning to phase out state-supported industrial loans and deregulate interest rates, while opening up financial markets gradually to foreign investors and reduce controls on capital flows. But the full extent of these measures are not scheduled to occur until after 1996.

North Korea yesterday gave a cool response to South Korea's recent decision to resume economic co-operation with Pyongyang. A commentary by the North Korean central news agency demanded that Seoul apologise for suspending economic ties with Pyongyang over the nuclear dispute and repeal its national security law before co-operation could begin.

But South Korean officials said the statement appeared to be a routine propaganda attack and did not amount to a total rejection of Seoul's offer. They noted that the commentary had not been issued by any government agency officially responsible for inter-Korean affairs. *John Burton, Seoul*

Indonesian aircraft rolls out

Indonesia's first aircraft to be designed and assembled by the country's state-owned aircraft maker, PT Industri Pesawat Terbang Nusantara, was rolled out yesterday in an elaborate ceremony presided over by President Suharto. Development of the N-250, a 70-seater turboprop aircraft 10 years in the making, has been criticised by the World Bank which says the Indonesian government would do better to invest its money in industries where profitable returns are more certain.

There are concerns that it will be difficult to sell the N-250 - a pet project of Mr B.J. Habibie, Indonesia's minister for research and technology - on the international market where it will compete with the models and services of long-established turboprop aircraft makers.

However, Mr Habibie said yesterday that IPTN, in which \$950m (£500m) has been invested over the past 18 years, had signed a letter of intent with Gulfstream International Airline of the US for an order of four N-250s and an option on six more. Press reports earlier this year said FFV, a Swedish leasing company, signed a memorandum of understanding with IPTN for the purchase of 24 N-250s for delivery in early 1996. In addition, three domestic carriers, Sempati Air, Merpati Air and Bouraq Airlines, yesterday ordered 16 N-250s with an option to order a further 162.

Mr Habibie said he was looking for a US location to set up an assembly plant for the aircraft and said General Electric of the US had agreed to take a 10 per cent equity stake in IPTN's US venture. Mr Habibie also said he was talking to Boeing which was considering taking an equity stake in the planned US plant. The plant would be 40 per cent owned by IPTN and is expected to make its first delivery of a US-assembled Indonesian-designed aircraft in the second half of 1998. *Manuela Saragosa, Jakarta*

UN seeks aid for Afghanistan

The United Nations yesterday launched a \$106m appeal for humanitarian aid for Afghanistan amid fears that the onset of winter will soon bring additional suffering to the country. With no end in sight to the battles between militia groups which have plagued Afghanistan since the departure of Soviet troops in 1989, the UN is making desperate efforts to relieve the misery for ordinary Afghans, including 500,000 who have abandoned their homes in the past year. Most have fled Kabul, which has lost a third of its population since January 1, when rival commanders started battling for control of the city. In addition, the UN is assisting about 3m refugees still living in camps in Iran and Pakistan and about 2m who have returned to their homes in Afghanistan. UN officials say that even taking into account Bosnia and Rwanda, Afghanistan remained their biggest relief operation in the world. The latest appeal will fund operations until next autumn and follows a similar appeal which raised \$60m last year.

The officials, who visited Kabul this week, described life in the city as grim, with shortages of food, fuel and medicines compounding the effects of frequent rocket bombardments and street fights. They said about 120,000 people were still living in the districts directly under attack, mostly because they were too poor to move anywhere else. With the temperatures dropping, they face cold and hunger, particularly as relief supplies to the city have been repeatedly interrupted by a blockade imposed by mujahideen fighters. *Stefan Wagstyl, Islamabad*

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Vietnam branches for US banks

By Our Hanoi Correspondent

Vietnam yesterday gave approval in principle to branch status for Citibank and Bank of America.

The approval will allow the two big US banks to do business in Vietnam for the first time since they were forced to abandon the country in 1975.

An official from the country's central bank, the State Bank, confirmed that both banks would be able to upgrade their representative offices in the capital, Hanoi, and in the southern industrial hub of Ho Chi Minh City, to full branches once the technical details had been sorted out

a procedure which is common to all foreign branch applications.

Both banks have had representative offices in Hanoi and Ho Chi Minh City since early 1993. Although they applied for full branch status shortly after President Bill Clinton removed the trade embargo on Vietnam last February, the approval process has been dictated largely by the pace of normalisation of relations between the two countries.

"We wish it had been given to us much earlier but we are pleased to have got it nevertheless," said Mr Chuyen Ung, Citibank's representative in Hanoi.

Vietnam and the US last month agreed to establish diplomatic liaison offices in each capital by year's end.

Officials from both banks said they expected their branches to be up and running by early next year. The bulk of

rebuilding of Vietnam's crippled power sector.

"I think they're sending a positive message to the US," said Mr Luu Le, Bank of America's Indochina manager who, like Citibank's Mr Chuyen, is of Vietnamese origin and managed a branch of his bank in the then Saigon before the communist victory in the Vietnam war forced them to close down.

The Citibank and Bank of America branches bring the total number of foreign branches to 11 in this country of 72m people.

About 20 more applications are understood to be in the pipeline but banking analysts

say there are signs that Vietnam is starting to look over-banked and that few foreign branch licences are likely to emerge for the time being.

State Bank figures show that combined loans among foreign banks amount to only \$100m (\$12m). Most of them are short-term loans.

Bankers say they are reluctant to lend to state-run or even private Vietnamese companies, whose accounts are murky at best and where recourse to collateral has not yet been tested.

They are also still smarting from the imposition last year of an unpopular turnover tax applied to foreign banks.

Egypt to resume talks with IMF

By Mark Nicholson, Middle East Correspondent

Egypt is to resume formal talks with the International Monetary Fund this year, to try to break a deadlock between the two sides over devaluation of the Egyptian pound.

A fund mission is expected in Cairo before Christmas to discuss devaluation and a raft of other issues, including reform of Egypt's tax and trade policies and the pace of its privatisation programme.

Agreement to give new impetus to formal negotiations followed brief talks in Cairo this week between Mr Ataf Sidki, Egypt's prime minister, and Mr Stanley Fisher, the new IMF managing director. Direct negotiations floundered in July when a team of Egyptian ministers failed to reach agreement on devaluation and a package of related issues in Washington.

The IMF has been pressing Egypt to devalue the pound as part of its three-year-old structural adjustment policies, saying the currency is as much as 40 per cent overvalued and seriously impedes attempts to generate export-led growth. The pound has been held at around E£2.38 to the dollar for the duration of the IMF and World Bank stabilisation and structural reforms.

The government has refused, saying devaluation would shatter hard-won confidence in the currency, which in turn has contributed to strong inflows of expatriated Egyptian money and reserves now topping \$16bn.

Neither Egyptian nor IMF officials would comment on this week's talks, but it is understood no substantive agreement was reached other than to resume negotiations.

After the IMF talks, the government announced plans to sell shares in 17 public sector companies worth around E£1.5bn (\$440m) by January 17 to give a push to its hitherto sluggish privatisation programme.

Government in Nigeria accused of repression

Amnesty International

yesterday accused the Nigerian government of jailing hundreds and killing dozens of opponents to stifle political activity, write Paul Adams in Lagos and Benin.

The human rights pressure group said it considered Chief Moshod Abiola, winner of the 1993 presidential elections but imprisoned by the military government, as a prisoner of conscience.

"The country is now facing one of the most serious human rights crises for decades, triggered by these killings of critics, imprisonment for treason of the president-elect of Nigeria and the detentions of ethnic group leaders, prominent trade unionists and opposition politicians," it said.

Amnesty called on the Nigerian government to release all prisoners of conscience and abolish legislation allowing indefinite detention without charge or trial.

It accused the government of arresting hundreds of demonstrators, detaining government critics and using "lethal force"

to crush pro-democracy protests and strikes.

"The military government of General Sani Abacha has shown its contempt for the rule of law and internationally recognised human rights by silencing the opposition not only in the press and the streets, but also in the courts," it said.

Amnesty also accused the government of repressing the impoverished Ogoni people of southeast Nigeria who have protested against pollution by oil companies.

Meanwhile, Nigeria's constitutional conference has been extended by at least two months until next January.

Delegates at the conference in Abuja will review proposed changes to the constitution until December 8, then begin to approve a draft constitution on January 9.

The conference was set up by Gen Sani Abacha's military regime, which seized power after the annulment of last year's presidential election, to pave the way for the promised transfer to elected civilian rule.

Japanese students feel jobs squeeze

Recession means a university education is no longer enough, reports Gerard Baker

The cloistered serenity of one of Japan's more exclusive educational establishments has been disturbed. Gakushuin University, a sylvan oasis in Tokyo's concrete desert, has been the alma mater of Japan's emperors for centuries. Mere mortals have thrived there, too - a degree from Gakushuin is usually considered a ticket to a safe career in Japan's economic aristocracy.

But this year, employment opportunities are thinner than ever and a mood of doubt has punctured the self-confidence of many of the nation's elite students. According to Mr Makoto Sano, who runs the job placement office, fewer than a fifth of students have already found jobs - half the number this time last year, itself one of the worst years ever. "The employment outlook has deteriorated so sharply that the university has for the first time established special seminars aimed at equipping this year's graduates with the tools needed to impress would-be employers. 'The students' situation is more difficult than for many years,'" he says.

There has scarcely been a worse time to be graduating from a Japanese university, traditionally the natural pool of labour for the country's corporations.

Figures published this week

by the education ministry showed that the proportion of university students graduating this March who found employment slumped to its lowest level since 1950. Just 70 per cent of college-leavers found jobs in the annual round of company recruitment, down from 76 per cent last year and nearly 12 points below the

granted by the nation's graduates, may be a thing of the past.

The scale of the downturn has been magnified by an atavistic tendency by Japanese companies to resist redundancies. Faced with falling demand and excess capacity, the leading employers have all cut recruitment more deeply than ever.

Toyota Corporation has reduced its graduate intake from nearly 900 three years ago to an expected 200 this year. NTT, Japan's and the world's largest company, has frozen recruitment completely. Matsushita Electric is planning to take on its lowest number of graduates since 1973.

As ever in Japan's male-dominated economy, women have been particularly affected by the slump in graduate demand. The employment rate for female university graduates sank this year by 8 points to 67.6 per cent. Since 1991, the average number of job offers per female college graduate has fallen from 1.98 to 0.87.

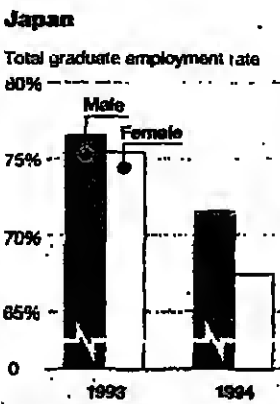
Labour market-watchers say Japan's women are entering an "employment ice age". According to a report by the Japan Productivity Centre this year, 51 per cent of graduate-recruiting companies were expecting not to recruit women at all.

What alarms many students, male and female, however, is

that when the economy at last recovers from the long recession, companies will have a different set of objectives that will exclude many of them. The education ministry says: "Structural changes are now affecting the employment of graduates: the numbers are likely to fall further yet."

Employment opportunities are thinner than ever and a mood of doubt has punctured the self-confidence of many of the nation's elite students

The shift of manufacturing production offshore in response to the high yen and the need for businesses to trim costs to remain competitive will weaken demand for labour. There is as yet little prospect of an end to the principle of lifetime employment and so smaller graduate numbers and more early retirements are the only means by which payrolls can be



peak year of 1991.

The figures do not just demonstrate the severity of the lingering recession. They herald a significant change in the Japanese labour market as companies continue the painful process of adjusting to the more competitive climate of the 1990s. They suggest the secure progress from school to university to corporation, taken for



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NEWS: UK

Charities face long wait for lottery cash

By Raymond Snoddy

Mr David Sieff, chairman of the National Lottery Charities Board, admitted yesterday that the board, which could have £100m a year to distribute to charities, may not start making grants until late next year.

The admission came a week before the first multi-million-pound National Lottery draw takes place on November 19. Twenty per cent of the proceeds of the lottery will be

distributed to UK charities via the board, and between 150,000 and 200,000 applications for money are expected each year.

There is growing concern, however, that delays may mean that the board may not be in a position to accept applications until the latter half of next year, according to its acting secretary, Mr Kirk Coulson-Gilmer.

Charities already fear that the National Lottery will have an overall net adverse effect on their funds. "It's a shambles. An absolute

disgrace," a lottery specialist who asked not to be named said yesterday of the progress made so far by the Charities Board.

Mr Sieff, a director of Marks & Spencer, admitted yesterday: "If we are going to succeed we need time to prepare - certainly many months - before we can begin the actual distribution of funds."

Money will be held in interest-bearing accounts until grants are made. Mr Sieff added that he would not be put off from doing the

job properly "either by media pressure, or by the understandable anxiety or impatience of possible recipients of grants".

At the moment the board is staffed by four civil servants on secondment from the Home Office, although consultants with expertise in business systems, management and public relations have also been engaged. Advertisements for a chief executive were placed just two weeks ago.

There have also been complaints that charities trying to contact the

board have only been able to reach an answering machine. Calls have been going instead to both Camelot, the lottery operator, and the Office of the National Lottery.

At a meeting last week attended by Camelot and Charities Board representatives, it is believed that Camelot asked what callers to the Lottery Hotline should be told about the Charities Board.

A board member suggested they should be asked to call back in a few months.

CDs squeeze vinyl's share of music market to 3%

By Alice Rawsthorn

Vinyl discs account for little more than 3 per cent of UK sales of recorded music compared with almost 65 per cent in 1982, when compact discs were launched, says a study published by the Datamonitor market research consultancy. Datamonitor predicts that vinyl will "soon be a thing of the past."

Most big music companies and retailers no longer make or sell albums or singles on vinyl, which is now restricted to a cult market of disc jockeys and collectors.

Sales of CDs have risen almost as quickly as those of vinyl have fallen. After five years on the market CDs represented 12.8 per cent of recorded music sales in 1987 and claimed 80.5 per cent last year.

Audio cassettes, which gained share for a brief period immediately after the launch of CDs accounted for 56.3 per cent of the market last year, roughly equivalent to their 35.3 per cent share in 1982.

Datamonitor believes CDs will continue to gain share because only 37 per cent of UK homes have a CD player.

This relatively low level of

penetration should stimulate sales in the future as more households acquire players and replace their old vinyl record collections with compact discs.

Datamonitor also anticipates additional growth as new music media, such as Sony's MiniDisc format and Philips' digital compact cassette, gain ground. As a result it expects the recorded music and blank tapes market to expand from last year's £1.6bn to £1.85bn in 1993.

UK Records & Tapes. Datamonitor, 106 Baker Street, London W1M 1LA. £35.

Trucks boost vehicle sales

By Kevin Done, Motor Industry Correspondent

New UK commercial vehicle registrations rose by 15.1 per cent last month to 18,590 with the help of a big increase in truck sales.

In sharp contrast to recent trends in the UK new car market, where registrations fell by 3 per cent last month, demand for commercial vehicles has been strong since the summer.

In the first 10 months of the year new commercial vehicle registrations increased by 15.5 per cent to 185,540, according to figures released by the Society of Motor Manufacturers and Traders. That compared with a rise of 8.5 per cent in new car registrations. Sales of

new trucks (above 3.5 tonnes gross vehicle weight) jumped by 58.7 per cent in October to 4,545.

The truck sector has led the commercial vehicle market out of recession with registrations rising by 20.8 per cent in the first 10 months of the year to 38,568.

Sales of heavy trucks (above 15 tonnes), most importantly to long distance hauliers and to the construction industry, have achieved the strongest growth with registrations increasing by 27.7 per cent in the first two months.

European truckmakers intensified marketing efforts in the UK, where growth has been higher than in most continental European markets with

the result that truck imports are rising rapidly.

Imports accounted for 58.5 per cent of the UK truck market in the first 10 months of the year compared with 49 per cent in the corresponding period a year ago. Registrations of imported trucks rose by 43.9 per cent compared with an increase of 20.6 per cent in overall truck sales.

Renault - albeit from a small base - Daf and Scania have all gained ground in the UK heavy truck market.

Iveco, the commercial vehicles subsidiary of Fiat of Italy and overall leader of the UK truck market, has suffered a significant loss of market share to 22.6 per cent from 24.7 per cent a year ago.

UK NEWS DIGEST

Court rules for British Coal in patents case

British Coal is likely to benefit by several million pounds after the Court of Appeal ruled in its favour in a patent case involving its Coal Products subsidiary. The case could also have implications for the corporation's forthcoming sale of the subsidiary, which manufactures smokeless fuels. In the Court of Appeal ruling, judges unanimously overturned a decision of Mr Justice Mummery who found Coal Products had infringed the Belgian company Glaverbel's patented process for repairing the lining of refractory ovens.

Coal Products said it based the process on technology which it has always asserted are in the public domain. Mr Andrew Inghis, a partner at Nabarro Nathanson, a firm of solicitors acting for British Coal, said he expected the Court of Appeal to order Glaverbel to pay British Coal's costs. British Coal has selected four companies as preferred bidders for Coal Products including Anglo United, the quoted company which makes the Coalite smokeless fuel.

Treasury issues rules for new investment companies

The UK Treasury yesterday set out part of the regulatory framework it intends to put in place for open-ended investment companies - a different form of pooled investment funds from unit trusts - when they are allowed in the UK next year. OEICs are common in other European countries and in North America, where investors and their financial advisers are unfamiliar with unit trusts, and their introduction into the UK is intended to help British fund managers compete more effectively.

Among the significant elements to the regime will be that OEICs will be able to include "umbrella funds" - through which an OEIC is made up of a number of sub-funds - and that "bearer shares" will also be allowed. Both are allowed but rarely used in unit trusts, but many investment managers believe they will be more popular for the new investment vehicle.

Allowing bearer shares - a different way of establishing ownership of the investment - should make it easier for fund managers wanting to sell elsewhere in Europe, in countries such as Germany and France where this form of share is much more common.

R-R and British Aerospace support competitiveness effort

The Society of British Aerospace Companies yesterday launched a campaign to improve the competitiveness of the industry. The initiative flows from the Department of Trade and Industry's White Paper on competition, and is similar to that already launched in the motor industry. Mr Tim Eggar, industry minister, opened the scheme at a seminar in central London. The campaign is supported by large companies such as British Aerospace, GEC and Rolls-Royce.

The society's "Competitiveness Challenge" encourages aerospace manufacturers to share information about best industry practice and to co-operate to deepen understanding between component suppliers and the big assembling companies. It will use seminars, workshops and self-assessment questionnaires to help companies understand where their advantages and problems lie. The UK aerospace industry has improved its balance-of-trade surplus in the past decade, a distinction shared only by the chemical and pharmaceutical industries.

Government goes on-line

A pilot project to provide access to government documents through the Internet, the international computerised information network, was announced yesterday by Mr Robert Hughes, the junior science minister. Information from the Stationery Office, which publishes official documents, and the Citizen's Charter Unit will be among the first government contributions to the growing electronic network. Government information can be accessed through Internet on www.open.gov.uk.

Fire-eater down in the mouth

A fire-eater who claims he failed a drink-drive breath test because of paraffin he had put in his mouth for a performance is to take part in a unique hospital study in a bid to prove his innocence. Mr Darryn Saville, 28, will plead not guilty to drink-driving if the intoximeter test to be carried out at The London Hospital shows that paraffin puts him over the legal limit for driving.

Mr Saville of Woking, Surrey, was arrested on July 28 on his way back from a public fire-eating show. A breath test showed he was 2½ times the legal drink-drive limit. Camberley Magistrates Court heard yesterday. His defence lawyer said Mr Saville, who works during the day as a ceramic tiler, had put paraffin inside his mouth for his performance just half an hour before he was arrested. The case was adjourned until next month.

Court judgment may shield Lloyds Names' assets

By Ralph Atkins, Insurance Correspondent

A Court of Appeal ruling yesterday threatened to undermine efforts by Lloyd's to collect more than £1bn owed by loss-making members and to create confusion about the legal status of some of the insurance market's practices.

Hard-hit Names, individuals whose assets have traditionally supported the market, welcomed the court's verdict that Lloyd's might have broken European competition law - in particular by asking them to contribute to a "central fund" while underwriting.

The central fund is used to settle claims on policies underwritten by Lloyd's when Names refuse, or are unable, to provide the funds required and also to ensure the market passes UK government solvency rules.

The court also raised a question mark over whether Lloyd's practice of encouraging the reinsurance of its policies within the market might also have breached European competition law.

The decision, overturning a lower court's ruling, could affect Lloyd's attempts to

recover £1.2bn earmarked from the central fund (and other assets) to cover possible liabilities on policies underwritten by Names.

It will give aggrieved members an excuse not to pay sums demanded by Lloyd's at least until the arguments are considered in a full court trial - possibly not until next autumn. If the central fund is declared void, that would raise the question of whether Lloyd's should repay money paid into the fund.

However Lloyd's said it would continue its debt recovery operation and planned an early appeal to the House of Lords. It pointed out that the court had been considering only preliminary issues and had not taken a view on whether Lloyd's had contravened European law.

Lloyd's is also applying to Brussels for the exemptions from European law that the Names who brought the legal case argue they may need.

The Names' Writs Response Group argued that because the Lloyd's market comprised an "association of undertakings", arrangements made centrally could amount to a cartel agreement under the Treaty of Rome.

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NEWS: UK

Minister acted unlawfully over Pergau, court rules

By Robert Rice and Kevin Brown
in London and Kieran Cooke
in Kuala Lumpur

Mr Douglas Hurd, the UK foreign secretary, acted unlawfully in earmarking £234m (\$376m) from Britain's overseas aid budget for the Pergau dam in Malaysia, the High Court ruled in London yesterday.

The court said the grant of aid was "fatally flawed" because the project was "economically unsound" and did not promote the development of a country's economy as required by British aid laws. The 1980 Overseas Development and Co-operation Act says the primary purpose of aid must be the economic benefit of a country or the welfare of its people.

The government was refused leave by the judges to appeal. But the Foreign Office said later it is considering whether to apply to the Appeal Court direct for permission to challenge the ruling.

Mr Hurd said the UK contribution to the Pergau project would go ahead. He said the government would provide the money from elsewhere within the budget if the appeal failed.

"We are contractually bound; there are 200 British firms working there," he said on Channel Four News. "Unless we have a successful appeal, we will have to find other ways of financing it."

Mr Hurd said the legality of the deal was not questioned when he signed it. "The courts decide and the law has to be obeyed. Ministers have to take a view on what they can do in the national interest. That is what I sought to do," he said. The decision represented a victory for the World Development Movement, a lobby group, which had argued that Mr Hurd had overstepped his powers under the 1980 act by allocating aid money for the improper purpose of promoting trade with Malaysia.

Lords may start register of outside interests

By Kevin Brown,
Political Correspondent

The House of Lords, the unelected upper chamber of parliament, is considering opening a register of members' interests to bring lords into line with the elected House of Commons in the wake of allegations of impropriety against ministers and other MPs.

The proposals, prompted by the prime minister's Commons statement on standards of public life, are being drawn up by the powerful Lords procedure committee, which sets guidelines for the conduct of business in the House.

The committee, chaired by Lord Amthill, a crossbencher, is expected to receive a report shortly from Sir Michael Wheeler-Booth, clerk of the House, on the practicalities of setting up a register.

However, a register could be established only after a vote on the floor of the house. It would probably be supported by most Labour and Liberal Democrat peers, but might face opposition from Conservative backbenchers.

Peers say that such a big constitutional innovation would probably have to be decided on a free vote, which would mean that party leaders would have little control over the outcome.

Viscount Cranborne, leader of the Lords, was not available

for comment on the proposed register.

However, he told peers last month that "in view of the current climate, it is clearly right that this question should be examined again."

Much of the impetus for the register has come from Lord Richard, Labour's leader in the Lords, who has also pressed for the upper House to be subject to oversight by the new standing committee on public standards, chaired by Lord Nolan.

"As far as we are concerned, this is something that ought to be pressed. Standards in the Lords should be the same as the standards in the Commons, and that would include a register of the interests of members," Lord Richard said.

However, lords involved in the debate point out that the unelected house faces special problems in compiling a register because it is difficult to apply sanctions to members who refuse to comply.

"All that could really be done would be to withdraw the party whip, which would not worry most peers too much," one senior peer said. "Things are really more casual up here than they are in the Commons. So many [Lords] have outside interests of their own."

"People usually declare specific interests, but if you own half of Scotland you have an interest in almost everything that is debated."

PM wins backing for stance on EU payments



Mr John Major yesterday won cabinet backing for a battle plan for controversial European Union legislation and public spending cuts of between £400 (\$640m) and £500m, our Political Staff write.

As the cabinet put the finishing touches to the spending side of the coming Budget, backbench rightwing rebels dismissed reports that Mr Norman Lamont, the former chancellor, plans to challenge Mr Major for the Tory leadership.

In a further embarrassment to the government, it emerged that the powerful House of Commons trade and industry committee is considering whether to reopen a shelved inquiry into the future of the Post Office.

MPs said the committee might call evidence from Mr Michael Heseltine, trade and

industry secretary, raising the prospect of damaging revelations about the cabinet's decision to bow to pressure from a handful of backbench opponents of privatisation.

Mr Bill Cockburn, the Post Office chief executive, last night met Mr Heseltine for the first time since the abandonment of privatisation to demand rapid progress towards greater commercial freedom.

Mr Cockburn is understood to have sought a reduction of £100m in the annual Post Office levy to the government.

Details of spending plans put forward by Mr Kenneth Clarke, chancellor of the Exchequer, were tied up after ministers accepted compromise proposals from Mr Peter Lilley, social security secretary, for cuts to the £50n housing benefit budget.

Ministers also agreed the outstanding details of plans for a limited disablement rights

bill, designed to mollify those outraged by the government's opposition earlier this year to a more comprehensive backbench bill.

But most of the hour-long cabinet meeting was taken up with a debate on the forthcoming bill to increase British contributions to the EU, which is bitterly opposed by Tory Eurosceptics.

Mr Major warned the cabinet that all EU governments are committed to implementing the increase in contributions by early next year.

He urged ministers to make clear to rightwing critics that the cost is estimated at only £75m next year, and a maximum of £250m by the end of the decade.

The prime minister told ministers to make sure backbenchers understand that the bill would lock in British rebates from the EU budget until the end of the century.



John Major: warned his cabinet colleagues that all EU governments were committed to increasing their contributions

Private funding of public works 'accelerating'

By Charles Batchelor,
Transport Correspondent

The pace of the government's private finance initiative will accelerate over the coming year, Sir Alastair Morton, chairman of the government's private finance panel, said yesterday.

He identified a number of new areas where the initiative

might be applied and warned City institutions interested in participating schemes that they would be expected to share the risks.

There was no benefit to the government in replacing public funds with a straightforward lease which simply spread out payments.

"The one thing the City is not going to get is finance

leases dressed up with a government guarantee and carrying a padded project management fee," said Sir Alastair.

"We won't wear that." The initiative, launched two years ago, had been slow to start, but resistance in some government departments was being overcome and potential projects with a total value of £100n identified. "After a lot of

wheel-spinning there is a momentum which will produce a lot of done deals within the next six to nine months," Sir Alastair said.

He was speaking two days after Mr Kenneth Clarke, the chancellor of the Exchequer, unveiled plans to force Whitehall departments to seek outside funding for all capital spending.

One area identified where private finance might work was in as yet unprivatised organisations such as London Underground and the Post Office, which could buy in many services. "Does London Underground need to own the pumps which keep its tunnels dry, electricity power stations, its escalators and its signalling?" Sir Alastair asked.

Scientists advise changes in diet

By Roderick Oram,
Consumer Industries Editor

Food manufacturers broadly welcomed yesterday a report recommending changes in diet to help reduce the UK's level of coronary heart disease, which is among the highest in Europe.

Leads about the report during the summer prompted heavy lobbying by the Food & Drink Federation and some of its members such as Cadbury Schweppes, the confectionery and soft drink maker, Tate & Lyle, the sugar refiner, and United Biscuits.

They believed that the report by the cardiovascular review group of the Committee on Medical Aspects of Food Policy (Coma) would make detailed dietary recommendations suggesting, for example, cuts in consumption of sweets and biscuits.

Yesterday, however, Dr Kenneth Calman, the government's chief medical officer, distanced the government from some of the report's recommendations such as a reduction in salt consumption. He also stressed that the committee's recommendations were only broad guidelines and that the government's own nutrition targets remained unchanged.

Some British companies such as United Biscuits are already offering a far wider range of reduced-fat products outside the UK than at home.

Coma's most controversial recommendation was a one-third reduction in salt consumption.

The report also recommends people should eat more vegetables, fruit, bread and potatoes and more oily fish. They should also take moderate exercise.

A healthier diet would reduce the incidence of heart disease in Britain, said Prof Michael Marmot, Coma chairman. It remains higher than all European countries except Finland, the Republic of Ireland and the countries of central and eastern Europe.

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TECHNOLOGY

Nothing left to luck

Operators of the UK's first national lottery believe they have ruled out system mishaps, says Vanessa Houlder

When the UK's national lottery is launched next week, the winning numbers will be picked by a mechanical structure resembling a Perspex cement mixer.

It is virtually the only low-tech aspect of the lottery, which will use a sophisticated infrastructure of terminals, network and processors to deal with up to 15m transactions an hour.

Although the equipment has mostly been tried elsewhere, its quantity and the short time available for its installation have won the lottery a place in the record books. Over the past 25 weeks, members of the Camelot consortium, which runs the lottery, have worked flat out to manufacture and install 10,000 lottery terminals, set up the communications network and train nearly 35,000 retail staff.

The most visible part of the system is the retailers' terminals, which scan customers' gamecards and print out the tickets that must be presented to claim any winnings.

The terminals, 27,000 of which should be installed by the end of 1994, have been designed by GTEch, the US lottery operator and member of the Camelot consortium. It used

a 10-year-old design, which has been upgraded by the addition of a liquid crystal display panel and a device to read bar codes on the tickets. GTEch says the technology is tried and tested. "The design was already done, the technology was in place. The challenge was just the scale of the system," says Don Stanford, senior vice-president for technology.

Bob King of ICL, which built and installed the terminals, agrees. "The complexity simply comes from the very short timescale involved. The actual making of the terminal and installation of the terminal is straightforward," he says.

Racal, responsible for linking the terminals with the lottery processing centres at Rickmansworth, outside London, and Aintree, in the north-west of England, has also used relatively old technology. "The timescale was extremely aggressive. You could not afford any new design or risky technology in case there was a hiccup," says Steve Hodson, executive technical manager.

The data will be transmitted using the E28 communications standard on what will be the UK's largest private terminal/host network. This is an upgraded version of a



Fingers crossed: newsagent Shobana Patel with her terminal, which will scan customers' gamecards and print out tickets

six-year-old network which connects government offices around the country.

Racal, which has added 25 per cent of extra capacity to the network, believes the two uses of the

Camelot is satisfied that its software incorporates adequate security devices to prevent hackers breaking in

network will complement each other. For instance, the peak lottery traffic on Saturday afternoons will coincide with a low point in government activity.

Not all retailers will be connected to the central processors by landlines. In less populated areas, some 5,500 retailers will use satellite dishes, served initially by Eutelsat and eventually by Orion.

Accuracy, security and robustness have all been important considerations in building the network. Racal is confident that no one can be cheated of their lottery winnings through an error in the transmission of the data. "The chance of getting an error is infinitesimally small," says Hodson.

Likewise, Camelot says it is satisfied that its software incorporates adequate security devices to prevent hackers from breaking into the system.

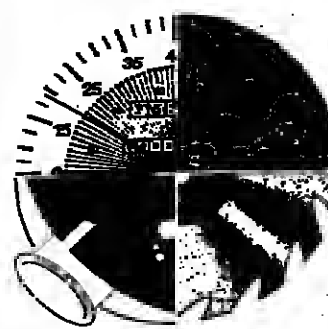
The designers of the system have also tried to ensure that it can cope with the failure of processors or

cables. If one processor fails, the Rickmansworth and Aintree sites between them have three other processors that could act as back-ups.

It also has tried to ensure that a failed line will not disrupt the lottery. At Rickmansworth, Mercury and BT have five different cables running into the building through separate ducts. As the system fans out to the retailers, only the last mile of cabling lacks the back-up of a second line. "It is a balance of cost against reliability," says Hodson.

It may take years before the system shows itself able to cope with all contingencies. But next week will provide the system's first and most challenging test. Camelot claims to be confident, as a result of its past experience with the technology. Unlike its customers, it trusts that nothing has been left to luck.

Worth Watching · Vanessa Houlder



Early warning on Alzheimer's

More than a quarter of cases of Alzheimer's disease are thought to be incorrectly diagnosed. This disease, which inflicts progressive memory loss on almost one in 10 people aged over 65, can only be definitively identified by an examination of brain tissue.

US scientists, writing in today's *Science*, believe they have found a simple test for Alzheimer's which would allow it to be detected at an early stage. They found that patients suspected of having the disease were hypersensitive to the pupil-dilating effects of tropicamide.

The scientists, who work at Harvard Medical School, Brigham and Women's Hospital in Boston, Beth Israel Hospital in Boston and Northwestern University Medical School in Chicago, found that the tropicamide eye-drops, which were tested on 68 individuals, were 96 per cent accurate in identifying the diseased patients.

The scientists believe that the tests could identify sufferers before the onset of symptoms, when they could benefit the most from potential treatments. Harvard Medical School: US, tel 617 432 0440; fax 617 432 0446.

Transgenic mice make collagen

Dutch scientists have bred "transgenic" mice that are capable of producing human collagen in their milk.

This development, which was achieved through injecting the relevant gene into a mouse's fertilised egg, is seen by the researchers as a step towards their goal of producing human collagen from the milk of transgenic dairy cattle.

Gene Pharming Europe, a Leiden-based transgenic technology company, working in

partnership with Collagen Corporation of California, believes that transgenic farming techniques could be a cost-effective method of producing large volumes of collagen, which is used for the treatment of burns, fractures and stress incontinence.

Gene Pharming Europe: The Netherlands, tel 71 247400; fax 71 216507.

Computer with face, ears and feet

Compaq Computers, the world's largest personal computer company, has produced prototype novelty PCs - one called Mr PC Head - in an attempt to increase sales to home users, writes Geoff Wheelwright.

It recently asked a group of seven- and eight-year-old children what they thought the ideal computer would look like. The result is the Mr PC Head prototype, which looks like a computer monitor with a face, ears and feet.

Although it may never become a commercial product, the effort demonstrates how keenly Compaq is studying what it believes is a vast potential consumer market. It believes that PCs will need to look and operate a lot more like traditional consumer electronics products if they are to make further inroads into the home. Compaq: US, tel 713 370 0670.

Magnesium served up on a plate

A UK electroplating company believes it has found a method of plating magnesium which will allow the metal to be used more widely in precision engineering.

The lightness and strength of the metal makes it an attractive material for equipment such as portable telephones but its susceptibility to corrosion has been a serious drawback.

Magnesium's high reactivity has hampered previous efforts to plate the metal. But Ingram & Glass, a Godalming plating company in conjunction with FMD (UK), a Coventry chemicals company, has developed a process which combines electroless nickel technology with magnesium chemistry that permits the mass production of plated magnesium die-castings.

Ingram & Glass: UK, tel 0489 415262; fax 0489 426851.

Farmers turn to genetic control

The farming industry could be on the brink of an important development in pest and disease control that would boost production levels to new heights. Gene transfer technology may be on the market in the next few years, but its success depends largely on public acceptance.

Scientists are using biotechnology methods to create insect and disease-free versions of widely consumed crops such as maize and wheat. Species that are resistant to specific insects and diseases have been developed by Micogen, Pioneer Hi-Bred, Monsanto, Ciba, Hoechst, Schering and others. Applications

to get some of these products on the market are now before the US Environmental Protection Agency.

The Food and Drug Administration in Washington said earlier this month that it would not oppose the development of two pest-resistant crops, a virus-resistant squash (marrow) developed by Agris and a beetle-resistant potato from Monsanto. These still have to win approval from the EPA, but it is a step towards the market place.

If all goes well, the market could be vast. US farmers alone spend about \$600m (£366m) a year to combat pests and diseases in plants. Much of that money could in the

future go to biotechnology.

But the industry is concerned that public opposition could slow the process. Americans are believed to be open to the idea of transgenic crops, but scientists say their acceptance is far from guaranteed. Many Americans oppose the transgenic Calgene tomato which was approved by the FDA a few months ago.

Ironically, the surge in opposition to genetically engineered food products comes as the EPA is hoping to encourage use of transgenics in farming. The agency believes biotechnology can cut the use of chemical pesticides, which are of increas-

ing concern. On the back of recent research illuminating the profound health risks of pesticides, the EPA announced this month it would consider outlawing a number of chemicals.

Transgenic disease-resistant crops are created by splicing a specific gene into a plant. The gene causes the plant to produce enzymes which protect it from predators. Proponents of the technology say it is more effective than pesticides, since the entire plant is immunised.

The main environmental concern of the transgenic crops is that their widespread use could cause insects and diseases to become rapidly

resistant themselves. Under normal circumstances, pests gradually build up immunities to chemicals and other products. Because the transgenic crops are so efficient, environmentalists say, this process may be accelerated.

Although this is a risk, Elizabeth Milewski, a special assistant for biotechnology at the EPA believes the new technology should be pursued enthusiastically. "These transgenic plants fall into what we call the low-risk category. They can be much safer than pesticide-treated crops."

Victoria Griffith

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How do you respond to the advice of a troubleshooter? James Buxton looks at the case of Charles Letts

Go away, Sir John

When former company doctor Bill Gore became chief executive at the diary maker Charles Letts last year, the problems he was to tackle were already known in outline to several million people.

A few months earlier Sir John Harvey-Jones, former ICI chairman-turned business guru, had breezed through the company in his popular Troubleshooter 2 television series as well as devoting a chapter of a book to it.

Harvey-Jones had been called in by the Letts family (which then controlled the company) after it plunged heavily into loss in 1991. He examined its core diary publishing business and concluded it suffered from excess costs and too little capital, and was split inefficiently between a sales team in London and the printing plant at Dalkeith near Edinburgh.

As for the company's diversification into book publishing, the division required more capital than Letts could afford and should be sold.

All this was pungently conveyed to the urbane but winning owners and managers of Letts in an agonisingly televised session. Later Harvey-Jones lamented to the camera that the Letts management "have taken some actions, but not the ones that I would wish them to. I don't think that the family are yet sufficiently worried to take the actions I think they should."

That was in December 1992. The dramatic (but untelevised) sequel was that within weeks Letts' bankers Hambros, which had been supporting the business with loans and preference shares, lost confidence in the company's management under Anthony Letts, chairman from the sixth generation of the family.

Gore was asked by Letts' accountants at the time, Coopers & Lybrand, to draw up a recovery programme. In June 1993, at the insistence of Hambros and 3i, which had an equity stake in Letts, he became chief executive.

The company was supported at

the end of 1993 by a refinancing package worth £16m which came from Hambros, Morgan Grenfell, 3i and the new management. The Letts family's stake was drastically cut from 58 per cent to 18 per cent.

Gore had not seen the Troubleshooter programme - and took care not to watch the video so that he would be able to make up his own mind. But he too decided that many of the company's recent efforts to restore profitability amounted only to tinkering. He reckoned Letts had "a good wide customer base and a good name, but an excess of costs and an excess of unnecessary activity". However, he did not do everything Harvey-Jones suggested.

One glaring source of excess costs was never identified as a problem by Harvey-Jones, even though he was often filmed visiting it - the company's stylish headquarters in Battersea, which was costing £1m a year in rent.

"I regarded that as fundamental," says Gore. He quickly struck a deal with the landlord under which the building was leased to a new tenant at no cost to Letts and the remaining staff moved to Dalkeith.

Like Harvey-Jones, Gore focused on the books publishing business and decided it had been rendered unviable by the sale in 1992 of its profitable line of examination revision guides, leaving a range of lifestyle books without the revenue to meet overheads. The division was sold at the end of 1993.

A recurrent theme of the TV programme was that Letts should sell Mayfair Trunks, a shop in London that sells luxury goods. It was small but losing money, did not sell many Letts products and should not have been acquired, Harvey-Jones said.

But Letts has not sold Mayfair Trunks. "It is not draining cash and we have cut the staff to two," Gore says. "It's not worth spending management time on it. When rents improve we will find a good home for it."



Bill Gore tried not to be influenced by the comments of John Harvey-Jones (inset)

Across the organisation Gore has trimmed surplus layers of management, shedding staff in the process. Of the three executives from the Letts family, all in their late 50s, Martin Letts and his cousin Timothy retired, while Anthony moved, "after some quite fundamental discussions", from being executive to non-executive chairman and stepped down last August, remaining a director. Charles Letts, another family member, is a management trainee.

Staff were also cut in the US, where Letts distributes diaries. Initially the new management attempted to diversify into producing corporate gifts, an idea proposed by Harvey-Jones, but it has since changed its mind and pulled out of that operation.

The most important part of the business is the diary operation, which claims a quarter of the UK diary market but was, Gore says, under-performing and inflexible. The production process for printing standard diaries was too slow and it was taking too long to design and manufacture customised diaries for corporate clients.

Gore praises the GMB general union at Dalkeith for understanding "the commercial realities of life" and abandoning the annual three-week works shutdown in midsum-

mer, switching to staggered holidays and a system of working 30-hour weeks in the first half of the year and 45-hour weeks in the second half.

Production staff were put into small groups to analyse problems. "We identified the main problem as the slowness of changing plates in the presses at the end of a print run. We have now got that down by half, cutting the total production time by 25 per cent," Gore says.

Reducing the slimmer company, turnover on continuing activities dropped from £30m in 1993 to £23.6m in the year to January 1994. A loss of £7.5m was reduced to £785,000. It made an operating profit of £2.2m.

In retrospect Gore feels Harvey-Jones's investigation was a mixed blessing. It focused the attention of management and unions, and of the banks and investors, on the need for something to be done, and "helped identify the real problems".

But, as a result of the programme, "our customers withdrew a little bit [out of nervousness about the company's future] and certainly didn't come up with new proposals. And our sales force was left a little dead in the water". In fact, he says, "I'd like to see that man go away." It's the sort of bluntness Harvey-Jones would respect.

Workplace violence is escalating rapidly in the US. In California alone, workplace homicides surged from 158 deaths in 1992 to 195 last year, and the final tally for 1994 is likely to be even higher.

Ironically, the epidemic of violence has spread as the total number of workplace fatalities has diminished.

"We've become good at preventing death in other categories such as contact with hazardous chemicals and falls," says John Howard, director of the California Division of Occupational Safety and Health (Calosha). "But violence is still a big concern."

Homicide accounts for 17 per cent of all workplace fatalities in the country, just behind motor vehicle accidents, according to the Bureau for Labour Statistics. The National Occupational Safety and Health Administration says it is working on recommendations to counteract the problem.

Although the US media has recently highlighted violent acts by disgruntled employees, most incidents occur during robberies.

"These workplace risks have been ignored in the past because they are seen as part of a larger crime problem," says Guy Toscano, an economist with the US Department of Labour. "But they are so big we must pay attention to them."

Taxicab drivers are murdered at higher rates than workers in other professions, accounting for 26.9 per

Dangers of the office 9-5

FT writers look at ways to combat violence in the workplace

cent of the US total, according to the National Institute for Occupational Safety and Health (NIOSH).

Liquor store workers are next in line, accounting for 8 per cent. Other risky places to earn a living are petrol stations, detective services, grocery stores, jewellery stores, hotels, restaurants and bars.

Non-fatal assaults also plague American workers. More than 670,000 Americans were assaulted at their place of employment in 1992, according to the National Crime Victimization Survey, and the figure represents about 11 per cent of all violent crimes in the US.

"Besides the risk to workers,

these incidents affect businesses because of missed work and decreased productivity," says Howard. A substantial number of victims are carers in nursing homes and hospitals. They are usually injured by their patients.

NIOSH and Calosha guidelines advise stores to keep their car parks as brightly lit as the local law allows, to post signs that a limited amount of cash is on hand, and to install silent alarms.

They suggest that employers in health care and other service industries instruct workers in how to defuse hostile situations involving patients or clients, to install alarm systems or panic buttons as a back-up and to consider establishing a buddy system or hiring security personnel.

Workplace crimes of passion by disgruntled employees, or a worker's spouse, friend or lover are not as common as other assaults. But Calosha recommends that employers look for tell-tale signs that a person may become violent and ensure that employees with severe emotional problems have someone to turn to, such as a staff psychologist.

Offices should be closed late at night and early in the morning (most attacks occur between 6pm and 10am). Employees should be discouraged from working in offices alone, and employers should encourage female employees to let them know if they are being stalked.

Victoria Griffith

Guidelines for safety

British employers are neglecting their duty to prevent violence at work, a national charity which specialises in personal safety issues claims this week.

Under the 1974 Health and Safety Act and the 1992 Health & Safety at Work Regulations, companies are legally required to carry out assessments and establish agreed procedures for all types of risk.

According to the Suzy Lamplugh Trust, however, "what actually happens is that risk assessment tends to be carried out only for industrial accidents involving machinery or toxic substances; employers do not recognise that personal attacks on staff should be included in this process."

In a bid to raise employer awareness the trust has just published guidance notes aimed at reducing the risks of violence and aggression at work. They have been formally endorsed by the government's Health & Safety Executive, the Confederation of British Industry and the TUC.

Until the HSE incorporates violent incidents at work into the revised Reporting of Injuries, Diseases and Dangerous Occurrences Regulations the extent of the problem will be unclear. But the trust believes that workplace violence is increasing faster than violent crime in general and estimates that there are an average of 35,000 incidents per year, three quarters of them assaults on staff by the public.

The guide argues that both employers and employees have a common interest in reducing violence, citing the impact on morale, image and recruitment. "It can also mean extra costs, with absenteeism, higher insurance premiums and compensation payments."

Risk assessment is summarised in five steps: look for the hazards; classify all incidents; search for preventative measures, deciding whether existing precautions are adequate; create a company policy and procedures and put it into practice; check that the measures work - review and, if necessary, revise the assessment from time to time.

The trust warns that self-defence courses "need to be viewed with great caution". They need to be well taught though "however much training a person is given there will always be times when that person is not on top form". Avoidance is the best option: "In any violent physical contact everyone will be hurt and if an employee responds with active aggression he or she may risk a counter claim of assault."

Tim Dickson

*Suzy Lamplugh Trust, 14 East Sheen Avenue, London SW14 8AS. Guidance for employers £2.50, employee booklet £1.00, comprehensive package (including video and resource manual) £199 plus VAT.

BUSINESSES FOR SALE

Coopers & Lybrand

Car Dealership

The Joint Administrative Receivers of Rodstock Road Motor Co Limited, offer for sale the business and assets of the above company. The company operates a car dealership currently trading under a Toyota franchise from its principal location of Bath and also at Midsomer Norton, Avon.

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- current annual turnover c.£2.75 million for Bath and £1 million for Midsomer Norton
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CONTRACTS & TENDERS

The British Virgin Islands Electricity Corporation

Invites the submission of tenders for the provision of materials and the construction of the following works:

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Arrangements have been made for this project to be funded by the British Virgin Islands Social Security Board and the Banco Popular de Puerto Rico.

Enquiry Documents for the project may be obtained from BVEIC or their Engineers at the cost of US\$300.00 per set.

General Manager
British Virgin Islands Electricity Corporation
P.O. Box 268
Road Town
Tortola
British Virgin Islands
WEST INDIES

Tel (809) 49-4391
Fax (809) 49-44291

Tender submissions should be submitted to the British Virgin Islands Electricity Corporation, Road Town, Tortola, British Virgin Islands, by Wednesday 11 January 1995 no later than 1600 hours British Virgin Islands Time.

LEGAL NOTICES

No. 90012 of 1994

IN THE HIGH COURT OF JUSTICE

CHANCERY DIVISION

IN THE MATTER OF
ACORN LIMITED
- and -
IN THE MATTER OF
THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that an Order of the High Court of Justice, Chancery Division dated the 28th October 1994 confirming the reduction of the capital of the above named Company from £15,000,000 to £6,750,000 and the Minute approved by the Court showing with respect to the capital as altered the several particulars required by the above mentioned Act was registered by the Registrar of Companies on the 27th day of October 1994.

Dated the 3rd day of November 1994.

CLIFFORD CHANCE
200 Aldersgate Street
London EC2A 4JF
Ref: RWC
Solicitors to the Company

Notice is hereby given, pursuant to section 48(2) of the Insolvency Act 1986, that a meeting of the unsecured creditors of the above named company will be held at 1 East Parade, Sheffield, S1 2ET on 23 November 1994 at 10.30am. Creditors whose claims are wholly secured are not entitled to attend or be represented at the meeting. Other creditors are only entitled to vote if they have delivered to us at the address shown below, by no later than noon on 22 November 1994 written details of the debts they claim to be due to them from the company, and the claim has been duly entered under the provisions of the Insolvency Rules 1986, and (b) they have been lodged with us any proof which the creditor intends to be used on his or her behalf.

Dated: 1 November 1994

Signed: D.J. Stiles for the Joint Administrative Receivers, Coopers & Lybrand, 1 East Parade, Sheffield S1 2ET

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GREEK EXPORTS S.A.

FOUNDED AND OWNED BY ETBA S.A.

ANNOUNCEMENT OF A SECOND REPEAT PUBLIC AUCTION FOR THE SALE OF THE ASSETS OF VIEL S.A. - COATED ABRASIVES INDUSTRY, NOW UNDER SPECIAL LIQUIDATION

GREEK EXPORTS S.A., established in Athens at 17 Panepistimion Street, in its capacity as liquidating company following decision No. 9583/1992 of the Athens Court of Appeal and in accordance with Article 46a of Law 1892/90 as complemented by Article 14 of Law 2000/91 and supplemented and amended by Article 53 of Law 2224/94 and within the framework of written instructions dated 20.9.1994 from ETBA S.A. (basic creditor and shareholder of VIEL S.A.)

ANNOUNCES

a second repeat public auction for the highest bidder with sealed, binding offers for the purchase, as a whole, of the total assets of VIEL S.A. now under special liquidation.

BRIEF DESCRIPTION OF THE COMPANY

VIEL S.A. was established in 1981 (Govt. Gazette 2627/81) and set up a modern industrial unit for the production of coated abrasives in the Patras industrial estate on a plot of about 12,800m². The factory has a surface area of 3,568 m² and auxiliary buildings an area of 586m². The basic machinery was built and installed by BRUCKNER of Germany and JGEL of Austria. During the first months of liquidation the company was semi-operational. However, in April 1993, as a result of serious financial problems, the factory was closed and is now non-operational.

TERMS OF THE AUCTION

1. Interested parties are invited to receive from the Liquidator the Offering Memorandum and draft Letter of Guarantee in order to submit a sealed, binding offer to the notary public appointed to the auction, Mrs. Andriani-Dimitra Zaphetopoulou-Economopoulou, 18 Voukourestiou St., 5th floor, Tel. +30-1-361.8249 up to Monday, 5th December 1994 up to 1400 hours.
2. Offers must be submitted in person or by a legally authorised representative.
3. Offers submitted beyond the stated time limit will not be accepted or considered.
4. The bids will be sealed before the above-mentioned notary on Tuesday, 6th December 1994 at 1200 hours, with the Liquidator in attendance. Parties having submitted bids within the prescribed time limit are also authorised to attend.
5. The sealed, binding offers must clearly state the offered price and method of payment (cash or credit), the number of instalments, the time period over which the payments are to be made at a fixed interest rate during the entire period of settlement.
6. Offers shall be null and void unless accompanied by a letter of guarantee from a bank legally operating in Greece. The letter will be valid until the signing of the contract and will be to the amount of fifty million drachmas (50,000,000) for VIEL S.A. - COATED ABRASIVES INDUSTRY.
7. The Company's assets and all fixed and circulating elements that comprise them, immovables, movables, claims, rights etc. are to be sold and transferred as is and where is, and, more specifically, in their actual and legal condition and location on the date on which the sale contract is signed, regardless of whether the Company is operating or not.
8. The Liquidator, the Company and the creditors representing 51% of the total claims against the Company (Law 1892/90, article 46a, para. 1 as in force), shall bear no liability for any legal or actual defects or for any deficiency in the particulars of the effects for sale or rights, nor for their incompleteness or faulty description in the Offering Memorandum and in any correspondence. In the event of inconsistencies, entries in the Company's books, as they stand on the date of signature of the sale contract, shall prevail.
9. Prospective buyers, hereinafter referred to as Buyers, shall be obliged, on their own responsibility and due care, and by their own means and at their own expense, to inspect the object of the sale and form their own judgement and declare in their bids that they are fully aware of the actual and legal condition of the assets for sale. The Buyers are hereby reminded that, in accordance with the provisions of the law, the Buyers, having agreed in writing to maintain confidentiality, may receive the Offering Memorandum and may have access to any information they may require concerning the Company for sale.
10. Offers must not contain terms upon which their bindingness may depend or be vague with regard to the height of the amount offered or its method of payment or to any other essential matter affecting the sale.
11. On all points concerning the business plans of prospective buyers (job positions, height of investments, duration of operation, etc.) as well as on any other terms that may be agreed upon, the Buyer must accept clauses and other terms which will guarantee adherence to commitments. In order to guarantee payment of the amount on credit, the sale contract will contain a dissolution clause and first mortgage, or other guarantees (bank guarantee, etc.) to be considered adequate by the creditors.
12. The highest bidder is the one whose offer has been evaluated by the liquidator and judged by the creditors as being the most satisfactory.
13. In the event that the party to whom the assets for sale have been adjudicated fails in his obligation to appear and sign the relative contract within twenty (20) days of being invited to do so by the Liquidator, and abide by the obligations contained in the present announcement, then the amount of the guarantee stated above is forfeited to the Liquidator to cover expenses of all kinds, time spent and any real or paper loss suffered by himself and by the creditors with no obligation on his part to provide evidence of such loss or consider that the amount has been forfeited as a penalty clause, and collect it from the guarantor bank. Letters of guarantee accompanying the offers of other bidders, except the highest bidder, will be returned to them immediately after the adjudication of the auction.
14. The Liquidator bears no responsibility or obligation towards participants in the auction, both with regard to the drafting of the evaluation report on the bids or to his proposal of the highest bidder. Also he is not responsible and has no obligation to participants in the auction in the event of a cancellation or nullification of the auction for any cause or reason whatsoever.
15. Participants in the auction who have submitted bids do not acquire any right and can make no demand or claim on the strength of this announcement or of their participation, against the Liquidator or the creditors for any cause or reason.
16. The transfer expenses of the assets for sale (taxes, VAT charges on the value of the movables, stamp duty, notary fees and mortgage fees, rights and other expenses for drawing up topographical diagrams as per Law 651/1977, etc.) will be borne by the buyer.
17. Participation in the auction implies acceptance of the terms of the present announcement.

For any further information please apply to:

a) GREK EXPORTS S.A. 17 Panepistimion Street (1st floor), Athens, Greece, Tel. +30-1-324.3111 - 115 Fax: +30-1-323.9185

b) The head office of ETBA S.A., Holdings Department, 87 Syngrou Ave, (4th floor) Athens, Greece, Tel. +30-1-929.4611 and 929.4613

PEOPLE

More bang for 'pretty boxes'

Derek Mottershead, 47, the former chief executive of Pronprint, has been given the job of putting the bang back into the UK business of Bang & Olufsen, the 70-year-old Danish family firm which makes specialist TV and audio products.

Bang & Olufsen, a minnow in a market dominated by multinationals, made a name for itself because of its flair for design and clever technology. However, the company lost its way at the end of the 1980s and sales in the UK, which was once the company's biggest overseas market, have fallen by around two thirds from a peak of around \$40m a year.

Just over three years ago a new management team took over in Denmark and the company's fortunes have been recovering. Mottershead, who started out as a Cadbury



Schweppes' brand manager, believes that Bang & Olufsen's problems in the UK stem from a perception that its products are "very high-priced and too design-orientated". There is a lot more to the group than "pretty boxes", says Mottershead.

While most of Bang & Olufsen's competitors concentrate on volume and price, Mottershead believes that the key to success is to use the combination of the Danish firm's technical innovation and styling to promote "life style" products.

Mottershead, a former chairman of the British Franchise Association, joined Pronprint, the Darlington-based print and business service franchiser, in 1987 and doubled turnover over the next four years. The company was taken over the following year and in September 1992 Mottershead led a management buy-out. He resigned as chairman and managing director of Pronprint in August 1993 because he says that he was fed up with commuting between two homes at either end of the country.

William Hall

Pizza Hut UK has found a replacement marketing director for Paula Vennells, who first was and then later wasn't going to join from Dixons in the same capacity, before she decided that a job with Sears offered better prospects.

The new marketing director will be Peter Masten, a 42-year-old Australian, who has been with the group for two years. Before this latest post he was vice-president and general manager of PepsiCo restaurants, east Europe.

Masten spent 16 years from 1976 with Mars before joining Pizza Hut. He held a wide range of marketing, sales and manufacturing posts with Mars, his ultimate job with the company was regional director and general manager in Asia.

Ron Shakesheff, chief executive of Bower Windows, has been appointed to the main BOWATER board.

Lloyds: limbering up in Latin America

Time was when the Bank of London and South America was one of the biggest names around in Latin American banking. No longer. And Latin America was one region of the world where its successor - Lloyds Bank - has retained a significant presence as it pulled in its horns elsewhere to concentrate on the British market. It and its subsidiaries and affiliates still employ 3,600 people in the region.

For most of the debt-distressed 1980s, however, it was a case of slimming down and staying put. Now, with hopes



growing about the region's economic prospects, the bank is thinking about moderate expansion.

The two people charged with this are Freddy Gibbs (above left), a banker of 35 years' standing who is based in São Paulo, where he'll stay to be general manager of the bank's

Latin America southern region. He will be responsible for the bank's operations in Brazil, Argentina, Paraguay and Uruguay and keep an eye of Chile, Peru and Bolivia.

In Argentina, where the bank has been operating for 130 years, the bank employs about 800 people, the same number as work in Brazil - where Lloyds also has a 51 per cent stake in the wholesale bank, Multiplic.

Alexander Ashton (near left), a Lloyds banker since 1972 with experience in Europe and the Middle East, takes over the

northern region and will be based in London. He will be responsible for the bank's operations in Honduras, Guatemala, Panama, Ecuador and Colombia. "One thing we hope to do is get more involved in the financing of trade within the region which is growing quickly but quietly at the moment," he says.

Stephen Fidler

David Ballance and William Davies have been appointed directors of THREADNEEDLE INVESTMENT MANAGEMENT. Robert Clarke has been promoted to the board of ELECTRA KINGSWAY.

CEGB sparks de Sausmarez' investment career

The Central Electricity Generating Board would not seem to be the best starting block for a career in fund management. But it doesn't seem to have hampered the rapid rise of James de Sausmarez who has just got the job of running Henderson Administration's retail division.

De Sausmarez, 35, joined the Touche Remnant investment trust group from the CEGB as company secretary in 1986 and was not appointed a manager in the investment trust department until April 1990.

Following Henderson's acquisition of TR in December 1992, de Sausmarez was put in charge of the combined Henderson Touche Remnant

Investment Trust operation and has been responsible for the rapid growth of one of the more successful parts of Henderson's £13.7bn fund management business.

In some respects de Sausmarez is following in the footsteps of Paul Manduca, 42, the former head of Touche Remnant who was made managing director of Henderson's retail business following the takeover just under two years ago. Six months ago Manduca quit to head Threadneedle Asset Management. De Sausmarez will have the same title as Manduca but he has not been given a seat on the board and will not be in charge of Henderson's private client



operations. He will remain in charge of Henderson's £3.7bn investment trust business and is adding overall responsibility for the £1.4bn unit trust operation headed by Richard Eats. Despite de Sausmarez's rapid

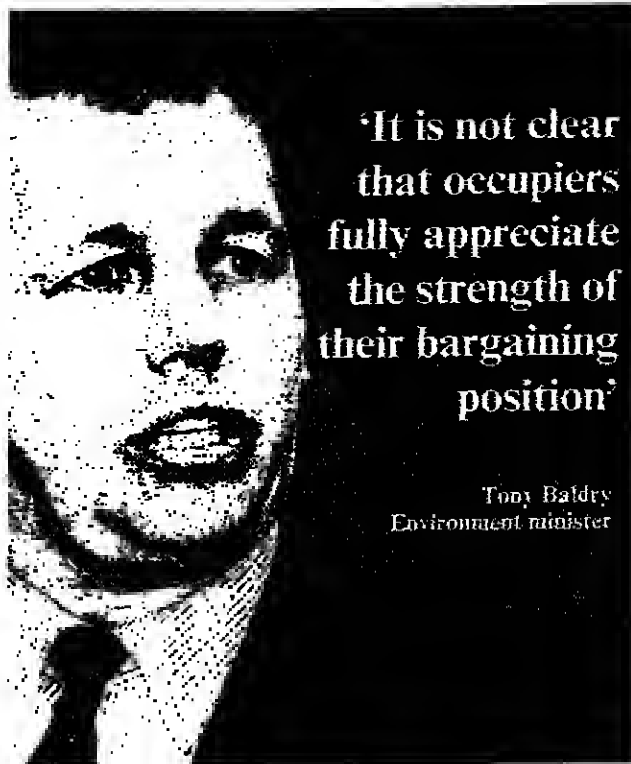
rise, it is understood that he is unlikely to follow in Manduca's footsteps as the heir apparent to Jeremy Edwards. 57, Henderson's managing director who is expected to retire within the next two years. Henderson is understood to be looking outside for Edwards' replacement.

David Watson, 35, formerly director of NatWest Securities, has been appointed to the same job at the M & G Group. It is not a board appointment but Watson will be the group's senior financial officer. Caroline Baker, 40, head of personnel at Towers Perrin, Tillinghast, has been appointed head of personnel at M & G. William Hall

THE PROPERTY MARKET

Looser lease terms

Simon London on calls for an industry-wide code of practice



'It is not clear that occupiers fully appreciate the strength of their bargaining position'

Simon London
Environment Minister

At a secret meeting at the Department of the Environment last week, representatives of property owners, tenants and the professions started discussions aimed at changing the face of commercial leases.

Although the government said in July that it would not use legislation to abolish established practices such as upward only rent reviews and confidentiality clauses, Mr Tony Baldry, the environment minister, called on the industry to encourage flexibility on lease terms.

While many property owners hoped that the minister's statement would be the end of the matter, last week's meeting proves that the issue of lease reform is very much alive in the corridors of power.

This should not come as a surprise. In July, Mr Baldry said that the government would look again at the operation of commercial leases in three years' time to see if the property industry had put its own house in order.

Given the state of the opinion polls and with a general election due by 1997, that might seem like an idle threat. But there is every chance that an incoming Labour government would see political advantage in championing the tenants' cause.

So what exactly does the government want? Mr Baldry's July statement gives some clues. The minister called for an industry-wide code of practice which would draw attention to the implications of upward only rent reviews and encourage flexibility on other terms.

The code should also encourage greater openness - presumably by discouraging confidentiality clauses, which prevent tenants sharing information on rents - unless there are compelling reasons to the contrary.

Above all, a code of practice should lead to a change of behaviour in the marketplace. The British Property Federation, which represents large landlords, has already taken the initiative by proposing a code which would remind tenants of their rights and draw attention to the possibility of negotiating different terms.

Mr Roger Carey, BPF president, said: "A 'health warning' of this kind would be very valuable and would do much to promote the flexibility in lease terms sought by tenants. Very importantly, it would not make the mistake of trying to inter-

fere in the position of the parties but would leave them free to negotiate within prevailing market conditions."

The BPF argues that anything more prescriptive than this would alienate landlords.

"A Code of Practice which is not acceptable to owners will not be used and the whole issue will go back into the melting pot," Carey said.

But neither is it clear that a health warning would have much impact on market behaviour, in which case the government could simply return with legislation in three years' time.

The question is whether the BPF's proposals simply need to be strengthened or whether the code of practice needs to be more prescriptive.

The tenants' side of the argument is put forcefully by the British Retail Consortium. Mr James May, director general, argues that landlords are in a much stronger position when

negotiating with retail tenants than with office or industrial occupiers.

"The retail market is different because location is so much more important. Retailers need to be in certain prime locations of which there is limited supply often in the hands of a single owner. In these situations the balance of power is tilted too far in favour of the landlord," he said.

The BRC's argument is that retail landlords can be in a monopoly position, owning the prime sites in a particular high street or shopping centre. In such circumstances market forces do not operate effectively.

Retailers would like more flexibility on the lease terms that landlords are prepared to accept. That might include more rents linked to turnover, upward and downward rent

reviews, and shorter leases. "If we have to pay higher rents for more flexible terms to be let," said Mr May.

The BRC would like a code of practice which encourages a greater range of lease options for tenants and believes that something stronger than a health warning is required.

The interests of small business - landlords and tenants - also have to be taken into account. It is often the case that small landlords rely on a long-term secure income almost like a pension. Forcing these owners to accept more flexible lease terms could have an unpalatable side-effect.

The professional bodies such as the Royal Institution of Chartered Surveyors and the Law Society are caught in the middle of this argument. The institution, in particular, has to represent the interests of landlords, tenants and their professional advisers.

Mr Richard Lay, chairman of DTZ Debenham Thorpe, the surveyors, and the institution's commercial property spokesman, said: "The government instructed the industry to do something out of the blue. The first step is to try to decide what is achievable on the landlords' side and what is acceptable to the tenants."

The question is whether the legitimate interest of all landlords in a secure income can be squared with the desire of tenants for greater diversity of lease terms without an element of compulsion.

Shorter, more flexible leases became widely available through recession as landlords found their bargaining position weakened. The traditional 25-year "institutional" lease has been reduced to 15 years or less.

Mr Baldry appeared to acknowledge as much in July, when he said: "It is evident that the market is now providing a greater variety of lease terms... especially the availability of short leases."

The danger is that leases will become longer and less flexible as the economy improves and the balance of power tilts back in favour of landlords to a degree that the government views as unacceptable. Despite taking a hard line in public, many big landlords recognise that they may have to give away slightly more than the BPF's "health warning" proposal to avoid legislation. It is now up to tenants to articulate more clearly what kind of code of practice they would like.

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GREEK EXPORTS
(Founded & owned by ETBA S.A.)

DENATIONALISATION
INVITATION FOR EXPRESSIONS OF INTEREST IN PURCHASING THE ASSETS
OF HELLENIC MARBLES S.A. NOW UNDER SPECIAL LIQUIDATION

GREEK EXPORTS S.A., established in Athens at 17 Panepistimiou Street, in its capacity as special liquidator of HELLENIC MARBLES S.A. (in accordance with Decision No. 7518/1992 of the Athens Court of Appeal, by which HELLENIC MARBLES S.A. has been placed under special liquidation) and within the framework of article 46a of Law 1892/90, as supplemented by article 14 of Law 2000/91 and complemented by article 53 of Law 2224/94 following the written statement (Ref. No. 1725/94) of the creditor under para. 1 of the above article,

INVITES

interested investors to express their interest in purchasing the assets of HELLENIC MARBLES S.A. now under special liquidation, by submitting a non-binding, written expression of interest within twenty (20) days from today.

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- I. Interested buyers should submit, within twenty (20) days of publication of the present invitation, a non-binding, written expression of interest.
- II. Prospective buyers, on providing a written undertaking of confidentiality, may receive the offering memorandum from the offices of the liquidating company. They shall also have access to any other information they may seek and may visit the premises of the company under liquidation.
- III. The offering memorandum will describe in detail the total assets of the company for sale and will contain every useful information for the prospective buyer.

The procedure for the public auction for the highest bidder will be published within the prescribed time limits and in the same newspapers.

For any further details or information please apply to:

- a) GREEK EXPORTS S.A., 17 Panepistimiou Street, (1st floor), Athens, Greece. Tel. +30-1-324.3111 Fax: +30-1-323.9185.
- b) The head office of ETBA S.A. Holdings Department, 87 Syngrou Avenue (4th floor), Athens, Greece. Tel. +30-1-929.4611 and 929.4613.

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GUIDE

مكتبة النجف

Musical farce and honour

Andrew Clark visits the Massenet festival in Saint-Etienne

No French city has found a niche in the music market as deservedly as Saint-Etienne, home of the biennial Massenet festival. During his lifetime, the composer turned his back on his birthplace, and the city today - a dowdy mining centre just off the massif central - is a tourist's disaster area. But in recent years Saint-Etienne has developed a useful business in Massenet revivals, and the music world is taking note.

First came *Amadis* in 1988, then *Cléopâtre* in 1990, *Les Armides* and *Le Cid* in 1992, and now *Panurge* and *Le Cid*. *Thais* and *Marie-Magdeleine* are promised for 1996. When you consider how little the French have done to explore the lesser-known works of Berlioz or Chabrier, Saint-Etienne is serving Massenet rather well.

The local opera company throws *Panurge* (21.1m), or 25 per cent of its annual budget, into ten days of music. Sponsorship from France Telecom and a recording deal with Koch-Schwann help to pay for the soloists. At the last two festivals, money seemed plentiful. This year bore signs of cost-cutting and under-preparation. Unlike 1992, the local orchestra shouldered the burden of work alone - which may explain the sub-standard playing in *Panurge*. Few of the principals showed the familiarity with their roles that one expects at a festival.

Panurge, a three-act musical farce, had not been performed since 1912, the year of its posthumous Paris premiere. Based on a novel by the 16th century French writer Rabelais, it tells of the misunderstandings, adventures and eventual reunion of Panurge and his wife Colombe. Some of the action has a whiff of sit-com - as when Colombe, trying to make her errand husband jealous, confesses her supposed infidelities to a gossiping priest, who is none other than Panurge in disguise. The music is slight and full of parody (has any other composer written a sheep's chorus?), and there is some subtle 16th century pastiche. But Massenet could have written it in his sleep.

The Saint-Etienne production,

staged and designed by Adriano Sinivia, looked more like a half-baked Gozzi pantomime than a comedy of the sexes *a la française*. The mobile toy-box sets resembled children's playpen; the costumes could have passed muster for *Jack and the Beanstalk*. Worst of all, the action was no naughtier than a Sunday school tea-party. The work cries out for the irreverent approach of a Jérôme Savary. But *Panurge* is unlikely to get another chance.

Stronger characterisation of the principals would have helped. The title role - written, like Don Quixotte, for a basse chantante - requires greater comic skills than Jean-Philippe Courtis could offer. He was too noble in bearing, too frayed of voice. Colombe, an unusually down-to-earth Massenet heroine, was decently sung but unimaginatively acted by Hélène Perraguin. Desmond Byrne's Pantagruel, imprisoned for much of the evening in an outside mechanical costume, was a strait-laced master of ceremonies. The casting of smaller roles was barely adequate.

Saint-Etienne's young music director, Patrick Fournillier, drew much more secure playing in *Le Cid*: it was hard to believe that the clarinet obbligato in the famous soprano aria "Pleurz, pleurez mes yeux" came from the same orchestra as the scratchy violin soloist in *Panurge*. But the chorus was different - and what a disciplined sound the Lyon Opera chorus made! The fact that *Le Cid* was being recorded had clearly influenced the allocation of rehearsal time.

Based on Corneille's play of love versus honour, *Le Cid* is a four-act grand opera in the Meyerbeer tradition, written immediately after *Manon* and before *Werther*. It may lack their intimacy, but it shares their creative vitality. The concert setting, with only two minor cuts, underlined Massenet's skill as a musical dramatist: heroic writing for tenor and soprano, atmospheric choruses, a sense of urgency in the duel scene, and ballet music in the final French tradition of fake Spanish - all infused with characteristic refinement. It was written for



Strait-laced: Desmond Byrne as Pantagruel in Massenet's 'Panurge'

first-class voices (the De Reszke brothers among others), and demands a spectacular staging. Saint-Etienne provided neither, but somehow got away with it.

Michelle Command was the formidable Chimène, a little yielding in the gentler moments but rock-steady in attack. Chris Merritt was a rough-and-ready Rodrigue, lacking the tonal resonance and clarion ease the part demands. As Don Di-

gue, Jean-Philippe Courtis was in better voice than his *Panurge* 24 hours earlier. Marcel Vanaud was the stentorian king, and the veteran Gabriel Bacquier made a short but effective contribution as the Count of Gormas. Marjorie Castet's pure soprano was ideal for the Infanta. *Le Cid* was preceded by a recital by Didier Henry, the young French baritone who - like most soloists at the festival - spends most of his

time on the French provincial opera house circuit. His opening Massenet group was marred by offstage noise and a husky tone quality, but the voice took wing in Ernest Moret's "Tu me donnes ton cœur", revealing ample colour and an easy top. Best of all was the gentle melancholy of Massenet's settings of poems by Armand Sylvestre, beautifully accompanied by Angeline Pondpeyre.

have its violent outbursts, they are only some of the strangely assorted collection of musical objects - including a quiet *Moonlight Sonata*-like triplet figure for piano, a near-pastiche of the Russian Hymn from the 1912 overture, and a glissando string passage - which Schnittke's apparently zany but actually ironical argument shows to be all of a piece. Alexeev and Temirkanov held one enthralled by the music's sheer dialectic.

On Wednesday the BBC Symphony Orchestra under its principal guest conductor Alexander Lazarev gave the UK premiere of the single movement *Symphony No 7* (1986) by the Armenian composer Alfred Terteryan (born 1929). His music is folk-influenced in a far from picturesque way. Here he writes an obligato part for the folk percussion instrument called the *dap* (Timothy Darside), which sounded not unlike the Indian tabla. This sound was often multiplied 10 or 11 times by the percussion repertory, or echoed by a tape recording. A sort of musical prophecy of the Armenian earthquake of 1988, the symphony deals wholly to monolithic and austere ritual gestures, minimalist in material whilst maximalist in rhetorical power. A far cry from Schnittke's irony, but a cry deserving of attention.

consecutive evenings at the Royal Festival Hall by two orchestras, both conducted by Russians. On Tuesday the Royal Philharmonic under its principal conductor Yuri Temirkanov gave a neatly contrasted, slightly daring programme which began with Prokofiev's Suite, Op. 33a from his 1919 opera, *The Love for Three Oranges*. These six, wonderfully crisp and witty movements were executed with panache.

Rachmaninov's three *Symphonic Dances* Op. 45 of 1941 were brought off well enough but seemed all the more jadedly conservative with the concert's marvellous middle item, the Concerto for Piano and Strings (1979) by a living Russian, Alfred Schnittke, still echoing in the mind. This often barely dissonant work, Schnittke's third piano concerto, in this superbly thoughtful, elegantly shaped, powerful account, with soloist Dmitri Alexeev, came over as no more alienating than a darker piece by Sir Malcolm Arnold. The music, like Arnold's, touches on jazz and the RPO's principal double bass, Jack McCormack, plucked out his cabaret tones with style.

Though the concerto does, indeed,

Concerts in Barcelona and London/Paul Driver

Contemporary and Russian sounds

which the Sinfonietta recorded back in 1976. The soloist, John Constable, conducting from the keyboard, secured a lively account of this sweetly bristling 12-tone music, though one discovered from next evening's concert that the taut idiom no longer reflects Soler's approach. His *Dos poemas para orquesta* (1990-93), performed by the Orquestra sinfònica de Barcelona nacional de Catalunya under Josep Pons, proved a somewhat neo-romantic affair, the first practically a concerto for pastoral oboe and rustling curtain of *divisi* muted strings with unlikely touches from synthesised organ; the second whipping things up a bit with a wind machine. Soler's language seems to have become dangerously eclectic, dicing with kitsch.

The two big movements of Elliott Carter's 1965 piano concerto were complex not in a playful but a go-metrical way: a dense, often dark labyrinth. The American Ursula Oppens was the staggeringly daut-luna, highly experienced soloist. Pons and the orchestra, with its concertino group gathered round the piano, performed with truly

admirable courage and conviction, though never approaching an ideal balance of forces and seldom finding the ease and confidence to animate their jaggedly expressive polyphonic lines rather than just execute them.

Earlier in the week Oppens gave the Spanish premiere of a five-minute piano piece, 90+, which Carter recently added to his ongoing series of luminous little tributes to colleagues, in this case the nonagenarian Italian composer Goffredo Petrassi. Pitched at a technical level which should not exclude the gifted amateur, it is a perfect epitome of Carter's dazzling metrical style and is built on 90 repetitions of the same pulsation, and then some more, as though to wish Petrassi a few years yet of active life. One certainly wishes Carter the same: he has just completed an orchestral piece for next year's Proms and is at work on a voice and piano song-cycle for next year's Aldeburgh Festival.

Russian music of very diverse character was played in two concerts on

Kupferstich Kabinett James McNeill Whistler: a rare German showing of etchings and lithographs. Ends Nov 25. Closed Sat and Sun. Albertinum Christian Friedrich Gillen: retrospective of the 19th century German landscape painter. Ends Nov 27. Closed Thurs. FRANKFURT Jüdisches Museum The Rothschild: an evocation in painting of the 250-year history of the famous Jewish dynasty. Ends Feb 27. SOHM Kunststube Nicholas de Stael (1914-55): retrospective of the Russian-born artist, documenting his intense but tragically brief career. Ends Nov 27. Daily. Jahrhunderthalle Hoechst Contemporary Art from the Collections of Frankfurt Banks. Ends Nov 20. Daily. THE HAGUE Mauritshuis Paulus Potter's Animals: the first comprehensive exhibition of the work of Potter (1625-1654), the animal painter of the Golden Age in Netherlandish art. Ends Feb 5. Closed Mon. HAMBURG Kunsthalle Rembrandt and his Century: Netherlandish drawings from the 17th century. Ends Jan 15. Closed Mon. LONDON National Gallery The Young Michelangelo. Ends Jan 15. Daily. Tate Gallery James McNeill Whistler: the largest collection of the American-born artist's work since the memorial exhibitions held after his death in 1903. Ends Jan 8. Rebecca Horn: a retrospective focusing on her extraordinary machines and installations

(coinciding with another Horn show at the Serpentine Gallery). Ends Jan 8. Daily. Hayward Gallery The Romantic Spirit in German Art 1790-1990. Ends Jan 8. Daily. Royal Academy of Arts The Glory of Venice. Ends Dec 14. Italian Renaissance Book Illumination. Ends Jan 22. Daily (advance booking 071-240 7200). Royal Festival Hall Käthe Kollwitz (1867-1945): a collection of the German artist's powerful and emotive prints. Ends Dec 4. Daily. MADRID Fundación la Caixa Kandinsky and Mondrian - Two Roads Toward Abstraction: an exhibition marking the 50th anniversary of the deaths of two great pioneers of modern art. Ends Nov 13 (after which it transfers to Barcelona). Closed Mon. Fundación Juan March Treasures of Japanese Art: 110 works from the 17th to 19th century, on loan from Tokyo's Fuji Art Museum. Ends Jan 22. Daily. MUNICH Kunsthalle der Hypo-Kulturstiftung Edvard Munch and Germany. Ends Nov 27. Daily. Villa Stuck Tom Wesselmann: retrospective of the American Pop artist. Ends Jan 15. Closed Mon. Haus der Kunst Roy Lichtenstein retrospective. Ends Jan 9. Closed Mon. SOHAK-Galerie Adolf Friedrich Graf von Schach: a show devoted to the widely-travelled 19th century art collector. Ends Feb 5. Closed Tues. Lenbachhaus Tanzania: 400 masterworks of African sculpture. Ends Nov 27. Closed Mon. MUNSTER

Landesmuseum August Macke and the Expressionists in Westphalia: 100 rarely-seen paintings of flowers, gardens and landscapes. Ends Jan 15. Closed Mon. NEW YORK Metropolitan Museum of Art Origins of Impressionism: 175 paintings by Parisian artists of the 1860s. Ends Jan 8. The Annenberg Collection of Impressionist and Post-Impressionist Masterpieces. Ends Nov 27. William de Kooning's Paintings. Ends Jan 8. Closed Mon. Museum of Modern Art Cy Twombly (b1929): retrospective of the American artist who moved to Italy in 1957. Ends Jan 10. The Prints of Louise Bourgeois. Ends Jan 3. Mapping: an exhibition exploring the ways in which modernists have made map imagery a principal locus of their work. Ends Dec 20. Closed Wed. Guggenheim Museum The Italian Metamorphosis 1943-1968: a survey of visual arts in the postwar period. Ends Jan 29. Japanese Art After 1945 (at SoHo). Ends Jan 8. The main museum is closed on Thurs, the SoHo site on Tues. Brooklyn Museum Indian Miniature Paintings: 80 jewel-like paintings from the 15th to 19th century. Ends Jan 8. Closed Mon and Tues. PARIS Grand Palais Poussin: 400th anniversary retrospective. Ends Jan 2. Gustave Caillebotte (1848-1894): retrospective of the painter and patron of art who belonged to the circle of Impressionists. Ends Jan 9. Closed Tues, late opening Wed. Musée d'Orsay Forgotten Treasures from Cairo: a surprisingly rich collection of works by Ingres, Courbet, Monet, Rodin, Gauguin

and others. Ends Jan 8. Closed Mon. Louvre British Art in French Public Collections: paintings by Gainsborough, Reynolds, Constable, Lawrence and Turner, plus drawings, watercolours and engravings. Ends Dec 19. Closed Tues (Hall Napoleon). Musée Carnavalet The English in Paris in the 19th Century: is style angle in the aftermath of the Napoleonic wars, comparing French caricatures of the English milord and English painterly evocations of Parisian excesses. Ends Dec 11. Closed Mon (23 rue de Sévigné). Institut du Monde Arabe Delacroix in Morocco: Delacroix's visit in 1832, when he was 34, made a lasting impression on his art. Ends Jan 15. Closed Mon (1 rue des Fossés Saint-Bernard). Petit Palais From Baghdad to Isphahan: 70 Islamic manuscripts evoking the ancient civilisation of central Asia, on loan from the Institute of Oriental Studies in St Petersburg. Ends Jan 8. Closed Mon. ROTTERDAM Museum Boymans-van Beuningen From Van Eyck to Bruegel: 96 Dutch and Flemish paintings dating from 1400-1550. Ends Jan 22. Alexej Jawlensky (1864-1941): retrospective of the Russian-born artist who was a member of Kandinsky's circle in Munich. Ends Nov 27. Closed Mon. STOCKHOLM Nationalmuseum Goya: 50 paintings and 80 prints, most of them on loan from Spain. Ends Jan 8. Closed Mon. TURIN

Galleria Civica d'Arte Moderna A Celebration of Art Nouveau: a re-evocation of an exhibition held in Turin in 1902. Ends Jan 22. Closed Mon. VENICE Palazzo Correr Masterworks from the Petit Palais in Geneva: 70 Impressionist and Post-Impressionist paintings from the collection of the industrialist Oscar Ghez de Montenuovo, including works by Degas, Gauguin and Derain. Ends Dec 11. Daily. VIENNA Kunsthistorisches Museum Boeckl: centenary retrospective of the Austrian Expressionist. Ends Dec 4. Daily. Künstlerhaus Egyptomania: 300 exhibits showing the influence of Egyptian art on European painters, sculptors, authors and architects from the baroque period to the present. Ends Jan 29. Daily. WASHINGTON National Gallery of Art Roy Lichtenstein's Prints: 90 works by the American Pop artist. Ends Jan 8. Milton Avery (1893-1966): 67 works on paper. Ends Jan 22. From Minimal to Conceptual Art - Works from the Vogel Collection: 90 drawings, photographs, paintings and sculpture by contemporary artists, including LeWitt, Christo, Rymen, Beuys and Flavin. Ends Nov 27. Daily. WOLFSBURG Kunstmuseum Man Ray: more than 80 photographs by the American master of the enigmatic and the unusual, mostly dating from 1919-1949. Ends Jan 15. Jean-Marc Bustamante (b1952): large steel sculptures by the French Artist. Ends Nov 27. Closed Mon.

INTERNATIONAL ARTS GUIDE

Degas portraits

A major exhibition of portraits by Edgar Degas (1849-1917) is being prepared by the Zurich Kunsthhaus in co-operation with the Tübingen Kunsthalle. Sponsored by Credit Suisse, the show opens in Zurich on December 2, and will move to Tübingen next March.

Degas' earliest works as an independent artist were portraits: they count among his boldest paintings, remarkable for their intimate directness, and innovative handling of form, posture and setting. His sitters were his family and friends - people whose habits and character he knew, and yet whom he was able to observe without sentimentality.

The exhibition will explore the overlap in Degas' work between the portrait proper and narrative genre painting, and the way Degas used the portrait to represent not just the person but also their vocation or activity. Degas' sitters are often

Theatre in London

Suzuki's austere 'Tale of Lear'

The Japanese often have a way with Shakespeare. One thinks particularly of Ninagawa's stage production of *Macbeth* and Kurosawa's spectacular film *Ran*, based on *King Lear*. Both combined grace with brutality to bring the plays searingly to life.

Tadashi Suzuki's *Tale of Lear* (staged at the Barbican as part of the *Everybody's Shakespeare Festival*) has the austere beauty you might expect, but it is equally one of the bleakest versions of Shakespeare's tragedy I have ever seen. It is cruel, cold and resolutely unmoving.

Suzuki takes as his cue Lear's pitiful cry, "O! let me be mad, not mad, sweet heaven", and extrapolates from this a production that draws on the deep fear we all have of old age, loneliness and dementia. His *Lear* is not a king, but a solitary old man in a sanatorium, who is reading the play. He falls asleep and, as he dreams, the characters in the tragedy melt out of the walls (literally, it appears, on the ingenious set of sliding doors) to act the play and suck him into it.

Soon he and Lear are interchangeable and we are not certain whether the characters are figments of his imagination or other inmates of the asylum. Suzuki deliberately blurs this distinction by having Edgar creep past in the background in his Poor Tom rags after the tragedy is over.

The play is distilled to under two hours, the all-male cast acting out only the hardest points of the plot, and nearly every redeeming feature is cut out. There is no Kent, and Cordelia makes only the most fleeting of appearances, so that almost everyone on the stage is either mad or bad. Even the fool is replaced by

a nurse, a sinister, mocking body who seems to derive a sadistic glee from her charge's distress.

In the confusion as to what is real and what is fantasy, Lear's tormented rambling about the cruelty of his children expresses the terror and paranoia that can afflict the elderly. Where Lear delivers his last speech about the finitude of death, staring desperately at the audience, it seems he is chronicling his own demise and his fear of it, rather than that of his daughter.

Suzuki infuses his production with traditional Japanese techniques, perfectly executed. It is statuesque and beautifully lit and the actors, clad in ornate robes, glide about the stage as though on invisible castors, or scurry like leaves swept forward by a gust.

Uchihiro Fueda as Lear himself moves with such slow, slow fluidity that he seems pulled by some invisible force. His *Lear* is grim and grudging, so unpleasant in his madness that he is not even pitiable. The heightened style makes it hard to stay engaged at times, and both Goneril and Regan have a disconcerting habit of cackling manically that puts you in mind of pantomime villains. For the most part, though, this sombre production is mesmerising - but it never moves you.

Suzuki has said that he sees the world as a hospital and all its inhabitants as patients. On the evidence of this production, he holds out little hope for a cure. As *Lear* dies on his own, agonised by his ravings and with no kind words afterwards to take away the sting, Suzuki presents a cold, comfortless world indeed.

Sarah Hemming

Goldoni falls flat

Good playwrights write for actors, bad playwrights write for the theatre. Carlo Goldoni (1707-93) wrote scores of plays that were gifts for actors - but gifts that challenged them. So it is dismaying to feel the Lyric Hammersmith's new version of his *Mirandolina* fall flat. The Goldoni productions I have seen have taught me that, though you can stage Goldoni in a wide variety of ways, the key factor is vitality. Without spontaneity, without intensity, Goldoni evaporates, and we are left with little to watch but crummy old formulas. (Like Shakespeare and other great playwrights, Goldoni was forever reworking material.) Here, the six actors all seem to be working in different styles, and everything is laborious.

Mirandolina, an innkeeper, is very successful at getting men to fall in love with her - but she has to work hard to vanquish the Cavaliere, an avowed misogynist. She is no mere seductress, she has streaks both of the feminist and the androphobe. The air should be full of intelligent contest. Here, however, Caroline Quentin makes *Mirandolina*'s methods so obvious that the Cavaliere (Reece Dinsdale) seems a doll. The lines do not dance (though Quentin tries to make them do so); the actors understate both Goldoni and the evidence. They project forcefully into the theatre, but, because the personalities they project are stale, the effect is meagre.

The director is Dalia Ishaubaita. She directed a decent staging of Goldoni's *The Impresario from Smyrna* at the Old Red Lion this spring; decent, I now suspect, mainly because the tiny stage space gave the play an intensity that is utterly absent here. The most suc-

cessful element of *Mirandolina* is also the most bizarre: Ashley Martin-Davies's scenery, which includes surreal effects - eg a blue piano hanging in the air - and daring clashes of colour. For the seduction scene, an orchard of suspended separate fruit descends to head height; so that *Mirandolina* leads the Cavaliere through a Hanging Garden of Eden, giving him bites of one apple after another.

But Designer's Theatre cannot carry Goldoni. Did Ishaubaita intend to elicit any correspondingly surreal acting style from her cast? If so, she has not succeeded. As the Conte, Graham Turner commits several cheap crimes: he employs a phlegmatic accent in an aristocratic role, he uses blatantly modern movements within exaggerated period costumes, and he tries making the same joke several times. The hangdog Robert Goodale is miscast as *Mirandolina*'s important servant Febrizio: no spark, too old. Tim McMullan's Marchese is that worst theatrical type, a *dandy* top.

Nobody listens to anybody else with any liveliness. Robert David Macdonald's new translation omits some minor characters, and, with them, some shrewd comedy. The English text has some clever "quotations" from Shakespeare - usually, however, juxtaposed with unsavory expressions such as "I mean". Poor Goldoni's clever play about one woman's efforts to win the battles of love and power has crumbled into a feeble English sex comedy in period frocks.

Alastair Macaulay

Lyric Theatre, Hammersmith

Norma Cohen on the debate over the cost of capital in the UK

A cut for everyone



In the UK, a well-oiled system helps companies raise new equity capital by selling shares to their existing shareholders.

There is growing concern, however, among regulators, companies and some investment bankers that the system is too expensive. Alternative ways of raising capital used in other countries are cheaper and just as good, they suggest.

The cost of capital in this country is too high because of our arcane practices," says Mr Amir Elion, director of corporate finance at Barclays de Zoete Wedd, the investment bank.

The Office of Fair Trading is reviewing the system that requires companies raising new capital to pay fixed commission charges, regardless of the attractiveness of the shares or market conditions at the time they are sold. An unpublished study by Professor Paul Marsh of the London Business School for the OFT has concluded that institutional investors which help launch new share offerings have earned what he describes as "excess returns" of about £240m between 1986 and 1990.

The UK system works like this: a company that wants to raise capital by issuing shares finds an investment banking adviser to structure the deal and underwrite it. That is, the adviser promises to buy all the shares at the agreed price. To spread the risk, the investment bank finds institutions among existing shareholders that agree to sub-underwrite the offering. They promise to buy a parcel of the new shares at the agreed price, even if there is a lower market price on the final day of the offer.

Under the UK system of pre-emption rights, the new shares must be offered to existing shareholders, normally at a discount to the current market price of typically around 13 to 15 per cent (although discounts vary). These rights give them the opportunity to buy new shares in equal proportion to their current stake so that they can maintain their proportion of the share capital.

In addition to the discounted new shares - which typically earn the same dividends as the existing shares - sub-underwriters receive a standard fee of 1.25 per cent of the total raised. The broker receives a standard 0.25 per cent commission and the adviser a 0.50 per cent commission. The cost of issuing the new shares is

therefore 2 per cent of the capital raised, plus - arguably - the discount on the shares sold to existing shareholders.

"Underwriters and sub-underwriters perform a useful service for companies by assuming the risks of a failed issue. Historically, however, at least for equity rights issues, the evidence indicates that the fees they charge for the assumption of this risk significantly exceed the value of the insurance they provide," the LBS report says.

London's traditional merchant banks, for which the rights issue system is an important part of their business, defend their corner, however. Commissions are fixed, they argue, because it would be impractical to negotiate the fee with hundreds of institutions which must make snap judgments about whether to sub-underwrite at the offer price.

And while the commission is the same for all issues, the more attractive shares can be offered at a smaller discount

than less attractive issues. Finance directors privately argue that a system which forces them to issue new shares at a discount raises the cost of capital. More shares have to be issued to raise the same amount of capital and a dividend paid on each one.

"That means the pay-back from the new capital will have to be significantly higher," according to the finance director at one FTSE-100 company. "It then defines the sorts of investment that a company can make."

But Mr Anthony Beavor, head of corporate finance at Hambros Bank, says the arguments about the discount are irrelevant because the true owners of a public company are its shareholders. "You are giving the shares more cheaply to yourself," he says.

But privately, even the institutional shareholders which publicly defend pre-emption rights and which benefit most from fixed commissions question whether the system is in companies' best interests.

An alternative advocated by some of the larger investment banks is US-style "global book-building". With book-building, the shares are heavily marketed by the investment bank handling the issue. The price of the new shares is set at a level that reflects market demand, rather than at an automatic discount to the market price as in most UK rights offerings.

However, book-building is difficult to reconcile with UK shareholders' pre-emption rights, which require that the new shares are marketed only to existing investors. There may be ways round pre-emption rights, but they can be applied only in limited circumstances.

And regulators fear that book-building is less attractive for secondary offerings, where a stakeholder sells a large block of shares and pre-emption rights do not apply, because of the absence of Stock Exchange rules on short-selling. In the run-up to a book-building exercise, shareholders can sell shares they do not own and drive down the price of a company's shares, to reduce the cost of the new shares.

In October, the London Stock Exchange launched a review of rules on short-selling, asking whether there ought to be greater disclosure of short positions. Both the Stock Exchange review and the OFT enquiry are understood to have the blessing of the UK Treasury which is concerned partly because it fears London may lose its edge as the centre for international share trading because of higher costs.

However, London's traditionalists say that the current system makes capital raising in the UK cheaper than elsewhere because fees are lower.

If fees are the only cost of capital, the data suggests there is merit in this argument. According to Securities Data Corporation, a New Jersey-based research firm, the average fee in 1993 for an underwritten offering of \$100m or more in the US was 5.048 per cent. Fees ranged from 2.35 per cent to 7 per cent.

Mr Beavor argues that by comparison, the 2.0 per cent fixed fee in the UK is cheap. Even critics of the current system agree that for all its shortcomings, it has been effective in guaranteeing UK corporations access to equity capital through good times and bad, and that alone may be good reason not to tinker with it.

The UK government is now deep into its deliberations on the future of the state-owned nuclear power industry. One of the key issues is whether private money can finance further development of the industry, through privatisation or funding new projects. Without it, the nuclear power industry has a highly uncertain future in the UK: it is most unlikely that any further nuclear power stations would be paid for by any government, Tory or Labour.

But is the City ready to put up the money instead?

This was not the case when the electricity industry was privatised in 1989. The intention then was to sell off the nuclear component as well, but the plan was withdrawn because investors were unhappy with the risks and high cost of decommissioning old nuclear power stations.

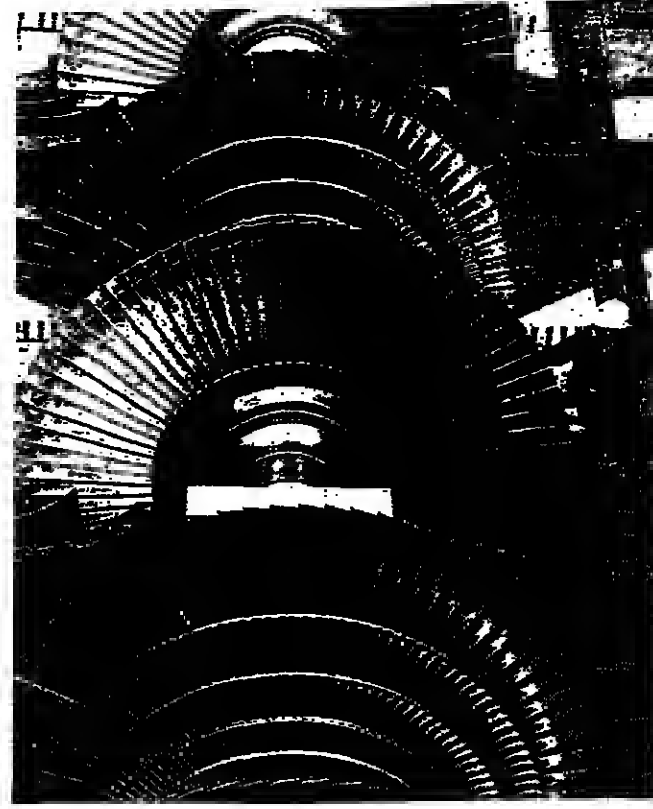
The City has since become more sanguine about nuclear energy. Several City institutions are looking for ways of involving the private sector. BZW, the investment bank, and KPMG, the accountancy firm, are advising the Department of Trade and Industry on the prospects for privatising the two generators, Nuclear Electric and Scottish Nuclear, which, by some estimates, could raise more than £2bn.

Nuclear Electric has hired Morgan Stanley, the US investment house, to explore investor attitudes to nuclear energy. It has also asked N.M. Rothschild if private money could be raised to finance construction of a new nuclear power station.

Morgan Stanley's report, the only one so far issued, was hush about the prospects. Based on other countries' experiences with private sector nuclear utilities, such as the US, Germany, and Japan, Morgan Stanley concluded investors were sophisticated enough to understand the risks - the implication being that Nuclear Electric could be privatised.

The Rothschild report is not yet complete. But Mr Mike Kirwan, Nuclear Electric's finance director, says it is edging towards positive - if qualified - conclusions. It will say that private sector money could be found for nuclear power station construction provided a well-structured deal was used and Nuclear Electric was closely involved in the building and operation of any new station.

Such a project could be put together using rates of return close to those of the new gas-fired power plants currently being financed - and below the



Turbines at Sizewell B: private funding for such sites is possible

Particle of hope

David Lascelles on a shift in the City's attitude to nuclear energy

11 per cent assumed by Nuclear Electric up to now.

But these institutions are all working for the industry. What of independent bankers and financiers? Here, views are more mixed. Several analysts say the City has paid little attention to the nuclear review. "Investors only start thinking about a project when someone sticks a prospectus under their noses," says one. "We are a long way from that."

But the City is now clearly less concerned about the risk of catastrophe or environmental contamination.

The perception of Nuclear Electric and Scottish Nuclear has also shifted: they are now seen as commercial concerns with capable and communicative managements. The fact that they have made determined efforts to cut costs and become profitable has been noted, and their annual accounts have begun to

acquire greater credibility with financial analysts. In particular, the companies' estimates of decommissioning costs are considered to be more realistic than in 1989.

But the more commercial nuclear energy becomes, the more the City is inclined to ask hard-nosed questions about the nuclear generation business.

A large risk overhauling the industry is seen to be government interference. Nuclear companies would need government promises of full commercial freedom for privatisation to succeed. But this would be no guarantee against future government intervention which might try to restrict nuclear activities, or require heavier decommissioning provisions, so affecting profits.

This freedom would have to extend to managing one of the industry's major costs: waste. At the moment, the two companies have to use the expen-

sive services of British Nuclear Fuels, the state monopoly when cheaper means are available, such as on-site storage. They are also shareholders in Nirex, the state agency which handles long-term radioactive waste disposal. Analysts say these ties would have to be loosened if the two companies were to be truly commercial.

The point about commercial freedom is of particular concern because few analysts believe more power stations will be built, due to public opposition. The two companies must therefore be able to branch out if they are to grow and pay rising dividends.

For privatisation to work, the government would have to create a package attractive to the City. This means the first and costliest parts - the first generation Magnox reactors - remaining in state ownership. But both companies would also have to set up a segregated fund for their decommissioning provisions to persuade investors they were safe for the long term. Currently, these appear on the general balance sheet where they can easily be diverted.

The City's mixed views on privatisation are an improvement on the wholly negative ones held in 1989. Mr Kirwan of Nuclear Electric says he is encouraged by conversations with financiers. "I think investors realise decommissioning is only construction in reverse, albeit with a longer time frame," he says. "It is normal for investors to accept it and pay for it."

Some analysts agree that privatisation could be on the cards. "It's do-able, but it's really a matter of political will," says Mr John Reynolds, electricity analyst at James Capel, who thinks that the sale could be done in 1996.

But few analysts expect action under this government. Although there would be gains for the Treasury from an early sale, and the electricity market would benefit from greater competition, the implications of nuclear privatisation may be too momentous for a precocious government in the run-up to an election by mid-1997.

From this week, Joe Rogaly's Friday column is moving to Saturday's Weekend FT. He will continue to write on this page on Tuesdays.

LETTERS TO THE EDITOR

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East-West co-operation on farming beneficial

From Mr Neil Spooner.
Sir, In his Farmer's Viewpoint ("Exaggerated threat seen in eastern promise", November 8), David Richardson argued that British farmers need not be too concerned about the huge potential of agriculture in eastern Europe and the former Soviet Union. He says British farmers lack the skills necessary to start operating in these countries, and the threat of competition back home is still a long way off due to cultural, capital, political and climatic problems. He is wrong on both counts.

Countries like Ukraine have a clear potential to compete in world markets for leading crops like cereals and oilseeds. Yields of the most progressive farmers are already well above the UK average and farmers are exporting profitably, not only to the huge regional market but to Europe and North America as well.

The answer is not to bury heads in the sand waiting for a "serious threat 10 years from now". The countries of the former Soviet Union and eastern Europe should be regarded as a new opportunity for western Europe's beleaguered farmers. East-West co-operation in farm production offers significant benefits to both sides. For eastern farmers co-operation brings access to investment capital, farm business and marketing skills, knowledge about new technologies and customer contacts. To western farmers it opens up a whole new set of potentially profitable investment opportunities and access to new markets.

We should stop talking about ensuring that the EU's protected markets remain closed to unfair competition and become more proactive in encouraging western farmers to take some practical steps to invest in the east.

Neil Spooner, director, food and agriculture programme, International Committee for Economic Reform and Co-operation, Am der Elisabethkirche 25, 53113 Bonn, Germany

Phased Ecu launch a necessity

From Mr Andrew Van Husten.

Sir, As a proponent of free trade between the North American Free Trade Area and the EU - if anything, to counter the Japanese challenge more effectively - I am disheartened by opposition, especially in the UK, to proposals by Germany and France to launch the Ecu in phases, the so-called multi-stage approach.

The EU will probably have some 16 to 20 members by the end of this decade - the target date for monetary union - and it is unrealistic to expect consensus by all involved, given wide disparities in social and economic development. Put another way, it is highly doubtful that all members will have met the stringent fiscal and budgetary discipline required by Maastricht.

Decision-making in such an

unwieldy assortment of nations needs to be revised anyway, to make it a functioning and effective union. So the idea of getting the Ecu off the ground by those countries which are fully committed to it and could qualify now under Maastricht strikes me as necessary, and the only way to move Europe towards a single currency. It is critical if the EU is to remain internationally competitive (not to speak of its psychological impact).

That Europe needs to rid itself of (now) 12 currencies in the space of 2.35m sq km (the size of Zaire or Sudan or Algeria) is self-evident. Such a number of currencies promotes inefficiencies for business and individuals alike. It is hopelessly ponderous and, in these days of fast trains crossing countries in mere hours, it

does not make sense any more. The yen and dollar now rule the world. A union with 400m people, soon to exceed half a billion, can no longer be left behind.

The "inner core" initiative, probably encompassing France, Germany and the Benelux, should be applauded by the rest of the EU members. They are taking the risks. While the Ecu will not replace national currencies at this stage, and would amount to alternative tender, the whole initiative could fail. But it is a beginning that needs to be tried, lest the Maastricht ideals fall apart.

Andrew Van Husten, Van Husten International Co, 1847 Acadia Hill Drive, Diamond Bar, California 91765, US

Oxbridge problem is its products' 'special' status

From Mr Walter Ellis.

Sir, In his article, "Oxbridge arrogance" (Truth of the Matter, October 15), Nigel Spivey, editor of the Cambridge Review, joins his many colleagues in the Oxbridge establishment in dismissing me as a bigoted "knocker" of our ancient universities.

Referring to my book, *The Oxbridge Conspiracy*, he writes that "to perpetuate the mythology of some cabalistic, public-school, backward-looking Oxbridge is pure prejudice, and it is a prejudice to which Walter Ellis... must confess".

In fact, my book makes clear (to those who bother to read it) that what is wrong with Oxbridge is not its residual bias towards the public schools, but the fact that its products, both state and private, are treated by English society as a special caste, whose entry to the corridors of

power, privilege and wealth is assured, overwhelmingly, by virtue not of academic performance, but attendance.

Other universities have bright people, too, but they must fight to be noticed. Spivey's reference to "beefy" Magdalene College rugby players lining up to urinate in front of their retiring Master scarcely refutes this contention, even if several of the masterly micturators did come from a Swansea comprehensive. Nor, surely, is it helpful to his case to point out how "gratifying" it is that so many of the nation's top jobs are held by Oxbridge graduates. Britain, he says, needs more arrogance, not less. Well, if so, we know who to look to for a lead.

Walter S Ellis, 134c Coleraine Road, Blackheath, London SE3 7NU.

IMF and loans to Zambia

The letter published on November 4 from Mr G G Johnson, assistant director, African department, International Monetary Fund, omitted a passage in his reference to concessional loans and grants from bilateral and multilateral sources to Zambia. It should

have read that they "have averaged more than \$700m a year during the three years of the programme, while cash debt service, including payments to the IMF, has averaged less than \$300m - an overall net inflow of more than \$400m a year".

Information from NRA

From Mr Ed Gallagher.

Sir, The NRA has been accused by the Campaign for Freedom of Information ("River information paid for by the piggy bank", November 9) of overcharging the public as a means of inhibiting the release of information which they are entitled to have. This is not so.

The NRA is an open organisation. Every regional office holds a register of information which the public is entitled to inspect free of charge. The typical charge for photocopies from the registers is 21, which includes up to 10 copies. Only where complex investigations are required, or where information is requested for commercial purposes will a higher charge be levied. The NRA makes no profit from these charges which are based on actual costs incurred.

We do not charge school children. There is a comprehensive education pack available free to every primary school in England and Wales and many of their requests can be satisfied from our 600 reports and leaflets, many of which are free of charge, and which we supply willingly. Ed Gallagher, chief executive, National Rivers Authority, 30-34 Albert Embankment, London SE1 7TL.

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مكتبة الجليل

Painful rebirth from the ashes

■ The following sign was spotted at a railway station in Kent: "Please note that the men's toilet has been closed today while work is being done. Sorry for any inconvenience."

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French utility halts political payments in ethics campaign

By John Riddling in Paris

Lyonnaise des Eaux-Dumex, one of France's largest construction and utilities groups, said yesterday it was halting political contributions after a series of corruption investigations that have shaken French business and politics.

The announcement is the most significant move so far by French companies, which are seeking to defend allegations of corruption. It might push other large business groups to adopt a similar policy ahead of next spring's presidential elections.

Générale des Eaux, the principal rival of Lyonnaise des Eaux, said it was reviewing its position on campaign financing.

Utilities and public works companies are the largest corporate

contributors to political campaigns. Through their subsidiaries, some of them have been linked to investigations of illicit financing of political parties. Subsidaries of Lyonnaise des Eaux, for example, have been investigated in a case that forced the resignation in July of Mr Alain Carignon as communications minister.

Mr Carignon faces charges of receiving funding for his political campaigns from a subsidiary of Lyonnaise des Eaux in return for awarding public-works contracts in Grenoble, where he is mayor. Lyonnaise des Eaux denies any wrongdoing.

Mr Jérôme Monod, chairman of Lyonnaise des Eaux, said laws relating to company contributions to political parties were complex and unclear. He had

decided "to suspend all contributions to political parties until new laws are promulgated to clarify appropriate conduct in this area."

The move reflects concern among leading French business groups about the damage to their corporate image.

Générale des Eaux is drawing up a code of ethics relating to the conduct of company officials in seeking public works contracts. It said it favoured legislation to prevent direct financing of individual candidates or to restrict party financing to the national level.

The National Federation of Public Works is preparing a code by which its 6,000 member companies would promise not to offer bribes to win the FF150bn (\$25bn) of public contracts they carry out each year. Bouygues,

one of France's largest construction groups, has resisted the proposal and the implication of previous wrongdoing, comparing the proposal to "a moralist preaching from tomorrow, to obey the highway code".

However, the spate of corruption investigations has prompted calls for stronger action. An all-party parliamentary committee is discussing proposals to ban all direct corporate funding of political parties.

Police yesterday searched the headquarters of the Republican party, part of France's governing coalition, during a judicial investigation into alleged corruption.

They were seeking documents that could shed light on the origin of FF22m (\$5.4m) deposited in party funds from 1987 to 1991.

Matsushita to head Bank of Japan

By Gerard Baker and Agencies in Tokyo

The Japanese government last night nominated Mr Yasuo Matsushita, a former career bureaucrat who is now an adviser to Sakura Bank - one of the country's largest commercial banks, as the next governor of the Bank of Japan.

Mr Masayoshi Takemura, finance minister, said Mr Matsushita would replace Mr Yasushi Miho when his five-year term expires next month.

The appointment comes at the end of an unusually long wrangle in the government over the choice of governor. Mr Matsushita, a vice-finance minister in the

mid-1980s, was thought to have been the favoured choice of finance ministry officials.

But Mr Takemura, in a display of independence, had expressed doubts about the appointment and insisted on considering other candidates. His announcement, which is subject to formal cabinet ratification, means the ministry's choice has prevailed.

Mr Takemura was quoted as saying that Mr Miho "strongly recommended" Mr Matsushita, who was chosen because of his international experience and outstanding career in finance.

Mr Matsushita joined the finance ministry in 1980 after graduating in law from Tokyo University. He rose to the top job,

finance vice-minister, in 1992, but then joined the private sector.

He is not expected to depart significantly from the policies of Mr Miho, who has presided over one of the most turbulent periods in Japanese financial history. On taking office in 1989 the governor raised interest rates to burst the speculative bubble of asset price inflation of the late 1980s.

When that policy led to the country's deepest recession since the second world war, Mr Miho cut rates sharply. They now stand at their lowest level in nominal terms, though with inflation now negative, monetary policy is still regarded by many economists as tight.

The governorship usually alternates between Bank of Japan and finance ministry officials. Mr Miho was a central banker, so Mr Matsushita's appointment continues the pattern.

An indication that Mr Matsushita was about to secure the job came yesterday when he resigned as vice-chairman of the Tokyo Chamber of Commerce, a post that would be incompatible with his new role.

Mr Matsushita is due to take over on December 17. The senior deputy governor will be Mr Toshiko Fukui. A Bank of Japan executive director responsible for monetary policy. He replaces Mr Hiroshi Yoshimoto.

Observer, Page 15

US inflation fears ease after drop in producer price index

By George Graham in Washington

Low prices for new cars helped US producer prices to fall last month by 0.5 per cent, blunting fears of rising inflation.

The Labour Department said the drop in the producer price index in October, after another 0.5 per cent fall in September, left the change in prices over the last 12 months at just 1.1 per cent.

US bonds took heart from the apparent easing of inflationary pressures, and early strength in the bond market lifted stocks. By 1pm the Dow Jones Industrial Average was up 11.78 at 3,843.53. The benchmark 30-year long bond, after an initial surge, fell back to show a gain of 3/8 at 93 1/8.

While financial markets remain convinced that the Federal Reserve must raise interest rates at the meeting of its Federal Open Markets Committee next week, the evidence that wholesale inflation remains sub-

dued may take the edge off mounting expectations in the markets that the Fed might add as much as a full percentage point to interest rates.

The Fed has preferred to adjust its monetary policy in smaller increments, because of the difficulty of readjusting policy if its forecasts should prove to be wrong. But bond market dealers have become fretful that the Fed

International bonds ...Page 21

World stocks ...Second section

is "behind the curve" in its actions to control any future inflationary threat, and even a half percentage point increase could disappoint the markets.

Part of October's price decline was attributed to prices for new model year cars rising less than anticipated by the Labour Department's seasonal adjustments. But even without the drop in car prices, the index still fell

by 0.1 per cent in October. The department's index of core wholesale inflation, excluding volatile food and energy prices, also fell by 0.5 per cent, leaving a year-on-year increase of 1.8 per cent.

Some economists pointed out that prices for intermediate goods rose by 0.3 per cent in October and by 3.0 per cent over the last 12 months, while crude goods, excluding energy and food, rose in price by 0.9 per cent last month and by 13.1 per cent over the year.

Most economists viewed the producer price data as good news for inflation. Statistics published earlier this week showed that unit labour costs have risen by only 0.9 per cent over the last year and that manufacturing unit labour costs have fallen by 3.8 per cent in the same period.

This lack of wage increases was expected to limit the upward pressure on prices caused by rising commodity prices.

Dublin halts IRA prisoner releases

Continued from Page 1

engaged in a transparent attempt to damage the peace process."

A statement from the IRA said: "On August 31 the IRA announced a complete cessation of military operations. All our units were instructed accordingly. This position has not changed."

Yesterday's killing came on the eve of a meeting between British and Irish officials to discuss the framework document, which the two governments hope will form the basis of a durable political settlement in the province.

Sir Patrick and Mr Dick Spring, the Irish foreign minister, are to discuss the document in the Republic of Ireland on Monday.

There have been signs in recent days that the governments have made progress - particularly in the area of north-south relations - after a period when little progress was achieved.

THE LEX COLUMN

Insurance on the crest

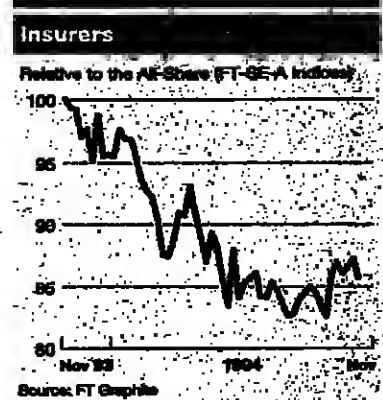
Third-quarter profits from Commercial Union and Royal Insurance demonstrate that the UK insurance sector is still riding on the crest of a cyclical wave. But from here on it is likely to be a gentle slide to the next earnings trough. The magnitude of the bounce in profits merely serves to highlight the sector's inescapable cyclicality.

The vicissitudes of insurance accounting ensure that the slowdown in earnings from current levels will be gradual. However, rates in the key domestic motor and household markets - which account for nearly the lion's share of Royal's underwriting profits - have already slipped. They will slip further as the onslaught from low-cost "direct" insurers continues. Also set to deteriorate is the ratio of claims paid to premium income: the recent improvement does not look sustainable.

There are plus points. For example, insurers seem willing to forgo market share in motors rather than pursue new business at uneconomic rates. They are also maintaining pressure on costs, as highlighted by Royal's plans to cut its UK workforce by 10 per cent over the next three years. But overall the medium-term outlook for the UK industry is far from bright.

The outlook for the share is, however, less dependent on the UK insurance cycle - or the management's effort to diversify out of it - than the state of world financial markets. Insurers' investment income is highly geared to the market and a reversal of the recent sharp underperformance of the sector is likely to come only with a pronounced equity market rally.

FT-SE Index: 5103.5 (+3.9)



American market. On the surface, Allstate's situation is even more difficult since it was hit by \$840m of earthquake losses in the first nine months of the year. Yet it is financially strong with a powerful market position. So its prospects are healthy if only it can reduce its catastrophe exposure.

In this respect Tuesday's election of a Republican insurance commissioner in California could prove significant. The new commissioner is likely to prove more sympathetic to the industry's case than the present incumbent. The election is also good news for BAT Industries' Farmers unit, which is even bigger than Allstate in California. A fully independent Allstate is unlikely to be a more aggressive competitor. But its greater stock market visibility may emphasise the value of Farmers hidden inside BAT.

Sears, Roebuck

Though Allstate now sells little insurance through Sears stores, the group used to point to tax advantages to justify keeping the two businesses together. But these benefits decline as Allstate's underwriting performance improves.

Sears has finally decided that losing the tax break is a cost worth paying to set the two companies free. The market's initial reaction was to mark down Allstate shares, partly on fears that a large proportion of Sears' investors will dump the new Allstate stock, while the Sears share price rose sharply. In the longer term, they may move the other way.

While Sears will finally revert to being a focused retailing group, it faces a tough task clawing back its position in the fiercely competitive

Shell

Shell's rock-solid balance sheet, which includes \$7.8bn in cash and securities, made the Anglo-Dutch company a safe haven during recession. But the company's financial strength makes it less attractive for investors at this stage of the cycle. Shell is under-gear compared with its rivals, so an equivalent rise in operating profits would have less of an impact on earnings.

The operational benefits of recovery are also less marked. The group avoided the sort of crisis that forced BP to cut staff by 35 per cent in just three years. Without such problems, Shell has found cost-cutting harder to implement. That was apparent in yesterday's results. For the three months to September, Shell's replacement cost

operating profits, excluding one-off items, increased quarter on quarter by just 14 per cent. Most oil majors posted results up between 20 per cent and 30 per cent.

Shell's lack of financial and operating gains does not necessarily mean investors should switch into BP. Both Shell and its UK rival are near all-time highs. Shell, with a prospective price earnings ratio for 1995 of 15, and BP at 18.4, are both at slight premiums to the market. That is unusual for oil companies which traditionally grow more slowly than the economy. The groups' yields offer no great incentive either: BP has outperformed the market by 25 per cent since April and Shell by 10 per cent. That is enough for now.

Executive pay

The Prudential Corporation has in the past been one of the stoutest defenders of directors' three-year rolling contracts. So its expected abandonment of such contracts may sound the death-knell throughout British industry. Much of the credit must go to the high-profile campaign waged by Mr Alastair Ross Goobey, Postel's chief executive. It is surely no coincidence that Sir Martin Goobey, formerly Postel's chairman, is due to become the Pru's chairman next year.

Even if the Pru does not join Mr Ross Goobey's campaign, directors in other companies will find it harder to cling to their three-year rollers. They will no longer be able to point to a large institutional practice as justification for their own.

Rollers allow badly-performing executives to receive large pay-offs if they are forced to resign. The actual sums involved are usually small compared with companies' market capitalisations. But rewarding failure in this way damages shareholders' interests not merely through the direct financial impact but also by undermining employee relations. Rollers are a blatant example of one rule for directors and another rule for ordinary staff.

That said, the most important impact of Postel's campaign may be to give a shot in the arm to shareholder activism. Institutional investors have too often been prepared to walk away from poorly performing companies rather than seek to change their boards and/or strategies. It is to be hoped they will now take a tougher line.

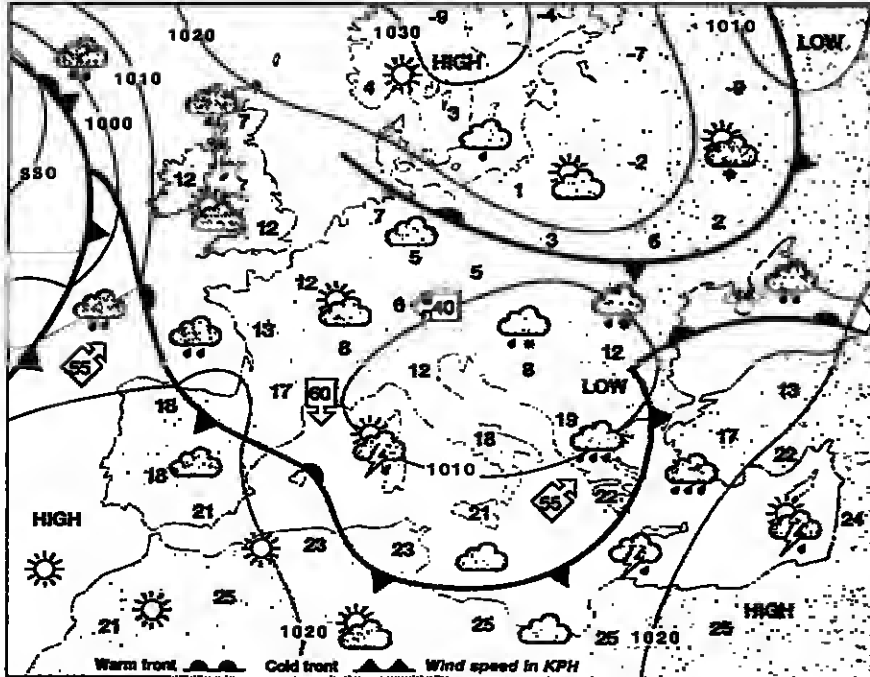
FT WEATHER GUIDE

Europe today

High pressure will maintain wintry conditions over Scandinavia and north-east Europe, while a low pressure system over the former Yugoslavia will cause the Balkans to be wet and unsettled. Southern Sweden and Norway will have snow but clearing is expected from the north. Extensive snowfall above 1,300-1,500m is expected in the Austrian Alps. Extensive rainfall will move from Austria and the Adriatic to Hungary and Romania. Thunder showers over the southern Balkans will spread to the Black Sea during the afternoon. Western Europe will be mostly cloudy, with showers limited mainly to Scotland and north-west Spain.

Five-day forecast

A frontal zone associated with low pressure over the north Atlantic will cause renewed rainfall over western Europe during the weekend. It will be warmer and drier next week. An advancing low will prevent wintry conditions over Scandinavia and Siberia from spreading to central Europe but the north and north-east will remain cool.

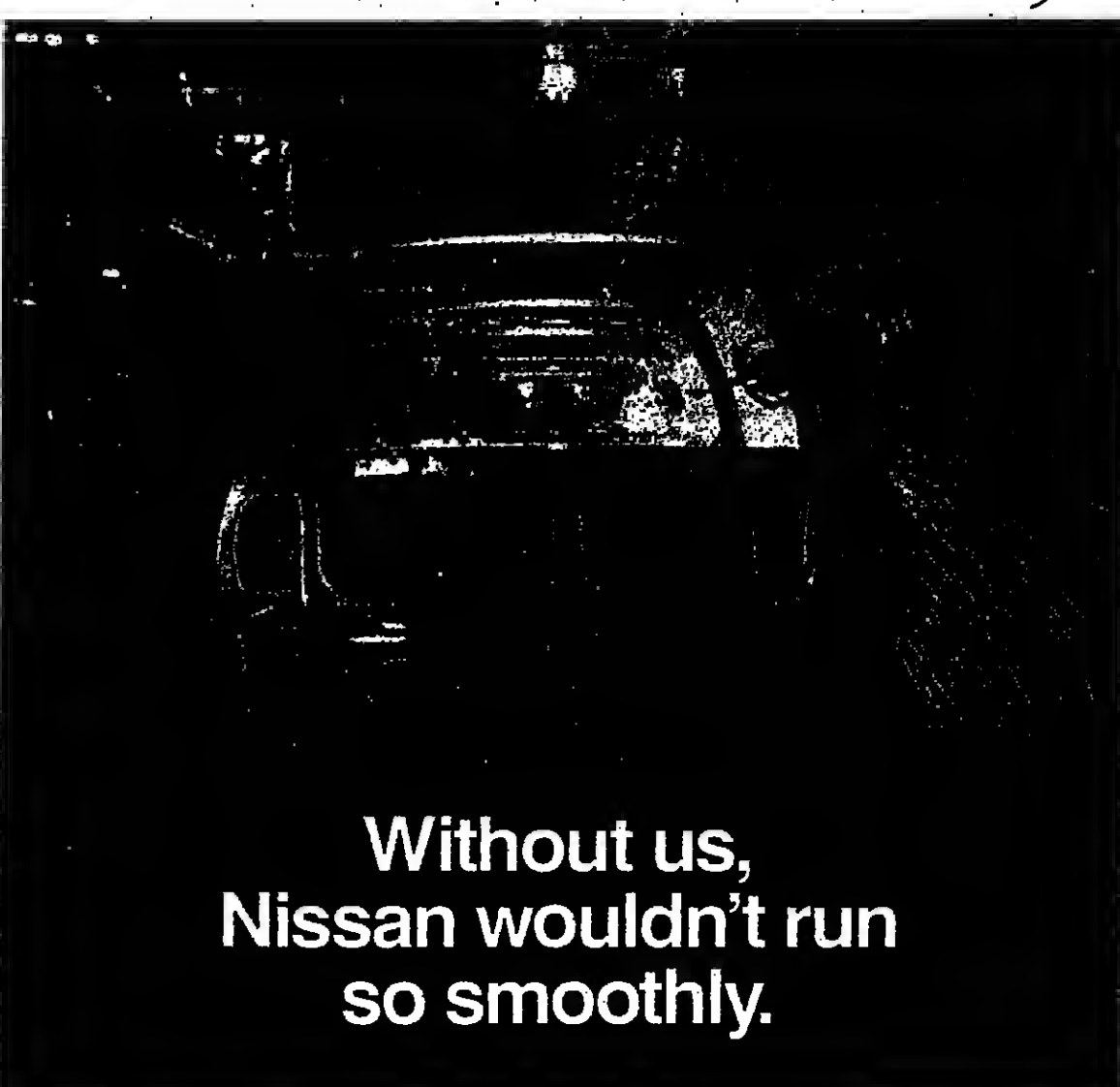


TODAY'S TEMPERATURES

Location	Max	Min
Abu Dhabi	30	24
Algiers	21	14
Amsterdam	10	8
Athens	18	12
Atlanta	21	14
B. Aires	21	14
Bombay	28	21
Buenos Aires	21	14
Calcutta	28	21
Cairo	21	14
Cardiff	10	8
Chennai	28	21
Copenhagen	10	8
Dublin	10	8
Edinburgh	10	8
Hong Kong	21	14
London	10	8
Los Angeles	21	14
Madrid	18	12
Mumbai	28	21
New York	10	8
Osaka	18	12
Paris	10	8
Perth	10	8
Prague	10	8
Rangoon	28	21
San Francisco	18	12
Singapore	28	21
Stockholm	10	8
Sydney	21	14
Taipei	21	14
Tokyo	18	12
Toronto	10	8
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Vienna	10	8
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مكتبة الامن

RECRUITMENT

JOBS: Doubts linger over merit of executive share options as incentive or performance yardstick

Time to spread the jam more evenly

Are UK companies justified in persisting with Inland Revenue approved executive share option schemes when the argument for their retention as an incentive has grown progressively weaker during the past 10 years?

At the time they were introduced in the 1984 budget, Nigel Lawson, then Chancellor of the Exchequer, said he was convinced of the "need to attract top calibre company management and to increase the incentives and motivations of existing executives and key personnel by linking their reward to performance."

With the top marginal income tax rate of 60 per cent and 30 per cent capital gains tax that existed at the time, there was considerable attraction among boardrooms in introducing such schemes. They converted income into a capital gain and the cost of them was borne by shareholders in diluted equity and did not impact on the company's profit and loss account.

Without hesitating to consider whether or not what they were doing was fair, both to shareholders and to other employees who did not - although the rules would have allowed it - benefit from such schemes, companies clamoured to introduce them to such an extent that now some 90 per cent of publicly listed UK companies have Revenue-approved share option schemes, mainly for directors and

senior executives.

Today, with the top marginal tax rate at 40 per cent, the same rate as capital gains tax, the tax advantage is less important. That has done little, however, to stem enthusiasm for renewing schemes as many come to the end of their 10 year life.

A newly published study of executive share options, by Incomes Data Services Management Pay Review, suggests that probably the most important reason for renewing schemes is that companies dare not retreat from what has become the market norm.

"Any company knows that it would be out of line with market practice if it jettisoned its option scheme, even if it was replaced with an alternative long term incentive," says IDS.

It quotes a conclusion by the board of Inland Revenue that failure to renew its scheme would have hindered its ability to recruit outside executives.

The Labour Party says it will end income tax relief on options, but it seems doubtful whether that in itself will be enough to end the practice of paying them.

Whether it would be applied on options already issued but not exercised is still unclear.

While Gordon Brown, the shadow chancellor has estimated that an extra £200m a year will be collected in tax revenue, it represents only 1.3 per cent of the £15bn that Labour suggests is the annual value of shares taken in options. That figure, however, is disputed. Some put it at less than half that amount.

The main effect of ending income tax relief would be to make income tax due when the shares are exercised rather than CGT when they are sold.

Given that only five per cent of executives have continued to hold their options beyond the three-year minimum period, the biggest significance of this would probably be the loss of the annual £5,800 tax free allowance for CGT.

Perhaps the greatest unfairness to all other employees who did not benefit from the award of share options is that the options were introduced on top of salaries and not instead of some portion of existing executive reward.

They were an unearned bonus

that carried no risk whatsoever. It was like winning the football pools without having to fill in the coupon. Neither were they related to the performance of companies. Only if the company did badly was there no point in exercising options.

IDS says: "Executives could make large sums even if the share price had more to do with inflation and a general rise in the stock market than with their personal contribution. In some instances, poor company performance could lead to takeover speculation and share price growth, thereby giving a reward for bad results."

The volatility of share prices has made options at times something of a lottery. It was possible, for example, for a chief executive to be awarded options to buy shares when the market was high and yet for a less senior manager to enter the company and obtain options when the market was comparatively low, thus benefiting more than the company boss.

Tarmac is one company which experienced unintended consequences. In its letter to shareholders

in May, it observed that many of the options granted to its executives under the existing approved scheme provided no effective incentive to management because the exercise prices were fixed at a high level in a different economic climate.

"Further, their existence discriminates against longer-serving executives who have played a key role in the recent turnaround in the fortunes of the group," said the company.

In most cases, however, options have resulted in substantial gains. The IDS calculates that the median profit from options exercised in the last three years has varied from between £50,000 and £80,000.

Among the highest profits under the UK arrangements found in the study were £2m and £1.7m made respectively by two directors of Glaxo Holdings in 1991, and £1.3m and £1.1m made by two directors of Smith New Court in 1993. In the same year, Clive Thompson, chief executive of Rentokil, made £2.8m from exercising options. Sir John Egan, the chief executive of BAA, last year netted £1.6m from share options.

That is dwarfed, however, by the sums paid out in the US, home of the share or stock option. Michael Eisner, Walt Disney's chairman and chief executive officer, realised \$203m, equivalent to the gross national product of Grenada, when he exercised stock options in 1993.

The intrinsic invalidity of such schemes has begun to be accepted in some companies. Reuters, Court-audis and GEC have discarded their option schemes in the past year and replaced them with alternative long-term incentive arrangements. Sir Christopher Hogg, the chairman of Reuters, has called the assumption of a tight linkage between management performance and share price "fallacious".

Under pressure from institutional investors' organisations, most renewed schemes have introduced performance conditions which must be met before options can be exercised, the most common of which is that growth in earnings per share should be two per cent above inflation each year over three years. Another trend is to phase options in with smaller annual grants.

Very few companies have made

schemes more equitable among all employees. Wellcome and ALPHA Airports Group, have introduced all-employee share option schemes that qualify under the same tax rules as the typical executive share option plan. The Inland Revenue does not specify that the schemes should be limited to executives.

It is arguable that such schemes, in addition to being fairer, have greater tax merits for less highly paid employees. While all can take advantage of the annual Capital Gains Tax exemption, senior executives might be expected to have greater overall capital gains, making the exemption proportionally less meaningful to them. As Sir Bryan Nicholson, the president of the Confederation of British Industry, this week joined in the criticism of large boardroom pay rises, arguing that business leaders have a "clear responsibility, moral and political, to set an example on pay discipline," it is perhaps time for companies to address honestly a fundamental question about share options: what purpose do they serve?

Richard Donkin

Executive Share Options is available as part of an annual subscription to IDS Management Pay Review of £208 a year. IDS, 193 St John Street, London EC1V 4LS. Tel: (0)71 250 3434.

Investment Analysts/Fund Managers Outstanding Career Opportunities for Asian Specialists

£ neg

Henley-on-Thames

Perpetual is one of the UK's leading Unit Trust Groups with funds under management in excess of £3bn, and a record of outstanding investment performance. As part of our continued expansion, we are seeking to appoint high achieving investment analysts in the following areas:

Asia ex Japan

An analyst is required for our Asia (ex Japan) department. The successful candidate will have at least three years' investment experience in the relevant markets, and will ideally be a qualified ACA or CFA. This is a fast growing department and the position holds considerable potential for career development.

India

An analyst/fund manager is required to help spearhead our entry into the Indian market. Applicants should hold an ACA, MBA or equivalent qualification and be prepared to spend extended periods of time in India. This is an exciting position, in an area which will assume increasing significance within our Group.

Successful applicants will have a proven track record and will demonstrate sound skills in financial analysis, together with an ability to make an active contribution to investment policy.

Please send your curriculum vitae with a covering letter explaining the basis of your interest to the address below. All applications will be treated in the strictest confidence.

Kathryn Langridge (Ref: FT)
Perpetual Investment Management Services Limited
48 Hart Street, Henley-on-Thames,
Oxfordshire RG9 2AZ
Member of IIMRO



Emerging Markets

Global Investment Bank

Competitive Remuneration Package

City

Rare opportunity for outstanding individual to make career move into key trading role with one of the world's leading emerging markets teams.

THE COMPANY

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- ◆ Active in all aspects of emerging markets finance including new issues. Excellent distribution capability.

THE POSITION

- ◆ Eurobond trader within global emerging markets team. Make primary markets and support sales team.
- ◆ Trading global emerging markets eurobond book, working with counterparts in New York and Asia.

- ◆ Top class training and exceptional career development opportunities in growing team.

THE PERSON

- ◆ At least two years' relevant knowledge of emerging markets interest rate products, possibly in an analysis or research role or with previous relevant eurobond trading experience.
- ◆ Ability to market the product through trading initiatives and close liaison with dedicated sales team.
- ◆ Outstanding quantitative, interpersonal and communications skills.

Please send full cv, stating salary, ref CN4582, to NBS, 10 Arthur Street, London EC4R 9AY



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MOSCOW

£75,000-£125,000 + BONUS

JOINT VENTURE INVESTMENT BANK

This new bank is a joint venture between a European financial group and important Russian banks and companies and will have corporate finance and capital markets divisions and an asset management division investing in Russian markets. The successful applicant will create the asset management operation from scratch and with the support of the Western Shareholder will put in place sophisticated systems for the management of collective funds. The Director will be responsible for sales/marketing and managing funds as well as supervising the day to day running of the operation. Fluency in Russian is essential and as a member of the board the Director will participate in the overall management of the bank. In addition to a strong analytical training and a minimum of 2-3 years' portfolio management experience, applicants must have a comprehensive understanding of asset management, a record of consistent business growth and experience in managing a business unit. An initial salary of £75,000-£125,000 is negotiable, plus bonus and expatriate package. Applications in strict confidence quoting ref. DAM4999/FT to the Managing Director, CJA.

Scope to transact business in all major bond markets

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CITY

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Our client is expanding its consistently profitable Gilts team. Backed by good research and strong technicians, the successful candidate will join a medium sized stable team of individuals, servicing domestic and overseas institutions. We invite applications from candidates with a minimum of 2 years' gilt sales experience and familiarity with euro-sterling, other government bond markets and repos. Prospects for career development are excellent. Initial remuneration (by way of high basic plus bonus) will be negotiable up to £100,000 in relation to experience.

For this assignment we are particularly keen to hear from candidates in strict confidence by telephone on 071-588 5407 or alternatively written applications quoting reference IGS25651/FT will be forwarded to our client unless you list companies to which they should not be sent in a covering letter marked for the attention of the Security Manager, CJRA.

Opportunity to join a small team offering unlimited prospects for advancement

CJRA CORPORATE FINANCE

LONDON SW1

£25,000 - £35,000 + BONUS

INTERNATIONAL CORPORATE ADVISORY FIRM

Our client is a small investment banking firm providing corporate finance and high level strategic advice to major corporations world-wide. For this entry level position we invite applications from numerate graduates or those with some work experience. Familiarity with accounting and financial concepts and European languages would be an advantage. Responsibilities will include researching a wide range of industries, financial and quantitative analysis, written reports, preparation of client presentations and providing support to colleagues in the execution of M&A assignments. The position will involve client exposure, training in corporate finance in London and New York and long working hours. Initial salary negotiable £25,000 + bonus and full benefits package. Applications in strict confidence quoting reference CF25647/FT to the Security Manager, CJRA.

BANK OF ENGLAND

HEAD OF MONETARY AND FINANCIAL STATISTICS DIVISION

This senior post has become vacant on the appointment of the present incumbent, Peter Bull, as Head of Statistics at the European Monetary Institute. The jobholder reports directly to Mervyn King, Executive Director in the Monetary Stability Wing of the Bank.

The successful applicant is likely to have a degree in economics, with extensive experience in statistical techniques and familiarity with computer applications. He/she will have an in-depth knowledge of financial structures in the UK and abroad, especially in the EU, and an understanding of the use of statistics in the areas of financial policy and analysis. A broad knowledge of national accounts statistics is also desirable.

He/she will need the personal and managerial qualities required to lead a Division of some 90 people. The job will involve co-operating closely with users of statistics in the policy and supervision areas of the Bank, with statisticians in both the UK government and in international organisations, and with reporting institutions and their representative associations. The international dimensions of the position will be of even greater importance in the future.

The job will carry an attractive remuneration package.

Please apply in writing with a full CV to:-
Mrs J M Williams
Personnel Division (BB-1)
Bank of England
Threadneedle Street
London EC2R 8AH

The Bank of England is an Equal Opportunities Employer.



European Fund Manager

Norwich Based

Norwich Union Investment Management manages funds in excess of £30 billion.

We are now seeking to recruit an additional fund manager to expand our investment management team responsible for European Equities. The successful candidate will have specific responsibilities and report to the head of European Equities. We place heavy emphasis on fundamental analysis and stock selection and are keen to talk to candidates who can demonstrate sound analytical skills and, if experienced, a good track record. In addition you should have effective communication and interpersonal skills.

In return you will have the opportunity to develop further your research and fund management expertise in a team environment. Some knowledge of the European markets would be advantageous.

An attractive remuneration package awaits the successful candidate as well as excellent opportunities for long-term career development within Norwich Union Investment Management. A comprehensive relocation package is available.



NORWICH UNION

For an informal discussion, please ring Stephanie Walter on 01603 683519 or send a full curriculum vitae to her at Norwich Union Investment, PO Box 432, Sentinel House, 37 Surrey Street, Norwich NR1 3PW.

Norwich Union is an equal opportunities employer and welcomes applications from disabled persons

Major International Asset Manager

Fixed Income Fund Managers

London Based

Our client, one of the largest Global Fixed Income Fund Managers, is part of an International Asset Management group which is, in turn, an integral unit within one of the world's leading and most International Banking Groups. There is a particularly wide client base which includes governmental, corporate and other sources.

The main Fixed Income Group is London based and currently seeks two additional Fund Managers.

Senior Fund Manager

This appointment has come about as a result of the promotion of the present incumbent to Head of Fixed Income. The previous occupant was the Group's European Fixed Income Specialist and ideally, the person joining will have the same specialisation. However, we would also be interested in hearing from people with Dollar or Yen Bond expertise.

The role calls for a person with seven to ten years experience, with a degree in economics or a related subject. The position involves considerable travel and carries all the advantages as part of one of the world's premier fixed income groupings/groups.

Fund Manager

We are also seeking a 25-30 year old to join the group/team. This job could appeal to someone who is currently with another investment house or an insurance company and has a minimum of three years experience of the investment business but is not necessarily currently a fund manager. Once again, a degree in economics or a related subject is necessary.

Our client adopts a top-down policy and operates on a team basis where decisions are arrived at by consensus. The posts therefore call for people who will welcome working in a sophisticated environment where contribution and involvement are key.

In addition to a generous salary, the company pays bonuses at a meaningful level and provides a full range of benefits.

Please write in the first instance to: Colin Barry, the company's adviser on this matter, Overton Shirley & Barry Limited, Prince Rupert House, 64 Queen Street, London EC4R 1AD. Tel: 071-248 0355. Fax: 071-489 1102.

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Head of Finance and Administration

c.£65,000 + Bonus + Banking Benefits

Location: City

Our client is one of Europe's leading global financial institutions and has a significant presence in London. Following a period of sustained growth they now seek a Head of Support Services to positively impact the business and management structure.

Reporting to the Assistant General Manager, your responsibilities will include:

- Full responsibility for finance, operations, administration, IT and settlements.
- Overseeing accounting, financial systems, internal controls, tax and regulatory reporting for its operation companies.
- To liaise with all echelons within Support Services and country management providing strategic input and direction.

• Significant ad hoc projects on behalf of the country management.

Ideal candidates will probably be in their early to mid 30's, be qualified accountants or will have gained significant financial experience within the banking sector. You will display common sense, commercial acumen and credibility combined with considerable exposure to finance, operations and administration. All are essential for this high profile role. Management and communications skills will necessarily be of the highest order for a position of this seniority.

If you believe you have the required skill sets and drive for this unique position, please send a covering letter and CV to our advising consultants Jonathan Kidd at Harvey Nash PLC, Dragon Court, 27-29 Machin Street, London WC2B 5LX. (Tel: 0171-333 8033). Please include a daytime telephone number, current salary details and quote reference number HNF116.

HARVEY NASH PLC

World Class... Are You?

Our client is one of the world's largest global investment management groups. They are one of a limited number of the few investment management groups that has a truly global operation.

The group is structured as a worldwide team of specialists, each with a disciplined approach to investing and each with a substantial track record. As part of their commitment to excellence they have integrated all of their Retail Marketing through the UK.

They therefore have a need to recruit a number of International Marketers:

International Marketing Manager

Working with one of the widest ranges of international investment vehicles, the successful candidate will be charged with not only enhancing already successful funds but also successfully launching innovative new products into an increasingly competitive marketplace.

An in-depth product knowledge of international funds, including regulation, is essential. Disciplined marketing skills and experience of developing creative yet effective strategies are prerequisites. Equally important are personal qualities - maturity and highly developed communication skills are paramount in order to establish professional credibility. Ref 208856

In return, the company offers excellent career development and highly competitive salaries for individuals who match their exacting criteria. To express an initial interest please write enclosing full CV and salary details to James Gray, Managing Consultant, Michael Page Sales and Marketing, Page House, 39-41 Parker Street, London WC2B 5LH.



Michael Page Sales & Marketing

Specialist Recruitment Consultants
London Windsor Birmingham & Leeds

International Product Manager

Assisting the Marketing Manager, this is an ideal opportunity for a well trained marketer who has the capacity to cope with the pace and range of work in this rapidly developing market.

Ideally a business graduate and marketing qualified, you will have 18 months experience within either the retail, service or financial areas. You must be highly motivated, ambitious and able to offer first-class interpersonal skills. You will also need to demonstrate the ability to cope with the range and pace of work involved in working with international markets. Computer literacy is also desirable. Ref 209537

CREDIT ANALYSTS
City to £30,000 + bonus + banking benefits

Continuing growth has created several opportunities for experienced credit analysts to join the corporate arm of a leading North American bank. These opportunities occur within the bank's Media, Energy, Corporate and Financial Institutions divisions.

You will participate in the management of an expanding client portfolio, with specific responsibility for monitoring ongoing risk and completing annual reviews and sector reports. Increasingly, you will also be involved in marketing and client liaison activities - which should leave you well placed for subsequent advancement to a more senior role within the organisation.

You must have spent at least two years using corporate lending practices and analytical techniques, and will probably have benefited from a formal training programme within the banking industry. You must of course be PC-literate and will ideally be familiar with Excel and Word for Windows. Finally, a working knowledge of French or German could be a plus - but is not essential.

If you would like to apply your credit expertise to the full - and are keen to undertake a more exciting challenge with a leading international player committed to significant expansion - send your comprehensive cv, in full confidence, to Stephen Knowles.

Jonathan Wren & Co. Limited, Financial Recruitment Consultants
No. 1 New Street, London EC2M 4TP Telephone 071-623 1266 Facsimile 071-626 5259

JONATHAN WREN CITY

Global Investment Bank

City

Senior Futures and Options Researcher

Our client, one of the most prestigious AAA-rated international banking firms, and a market leader in Global Fixed Income and Derivative Products, seeks to add a senior quantitative researcher to its Futures and Options Research group. This group supports the Futures and Options Exchange-Traded Product sales teams across Europe and is part of the global research team.

Candidates will have a numerical first degree, and preferably a second degree (PhD or MSc), with a minimum of 2 years experience (probably in research) within the cash or derivative interest rate markets. As a quantitative analyst, you will be required to look for new and innovative ways of analysing and presenting market information in order to make relative value judgements and generate trade ideas.

In addition to strong quantitative and spreadsheet abilities, candidates will possess excellent verbal and written communication skills in order to liaise effectively with the sales teams, and with the bank's clients. You will be expected to create and present training and marketing material which introduces new and complex ideas to clients, and to play an active part in developing these relationships.

The position offers excellent career prospects within the firm's international network. In addition to a generous basic salary, the package will include a performance-related bonus, profit share and a full range of banking benefits.

Interested candidates should submit a detailed curriculum vitae to Annabella Humphreys at BBM Selection, 76 Watling Street, London EC4M 9BJ or contact her on 071 248 3653. All applications will be handled in the strictest confidence.

76, Watling Street,
London EC4M 9BJTel: 071-248 3653
Fax: 071-248 2814

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Researcher required

By investment company 2/3 days per week. The right person will have been employed within a merchant bank or similar institution with a knowledge of the Stock Market and/or company acquisitions, and now wishes to work on a part time basis.

Circa £15.00 per hour + Commission.

United Kingdom Investment Corporation.
Tel. 081 852 0417 Fax. 081 318 3114

SENIOR DERIVATIVE CONTROLLERS

City

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+ Outstanding
Benefits Package



This major integrated securities house commands a substantial share of the UK and international equity markets, and is a leading international player across a range of products and services.

It is committed to developing its equity derivative business and seeks two high calibre individuals to spearhead its derivatives trader and management support team.

The team plays a pro-active role in the controlled and profitable growth of the business and liaises closely with traders and senior management. Its key responsibilities include risk monitoring and analysis, new product development, provision of management and trader support information and to act as an interface with IT and Operations.

You will have substantial exposure to financial markets, ideally derivative products, gained from a leading financial institution and will possess sound quantitative

and analytical skills. Individuals are likely to have qualified with a Top 6 firm and be seeking an outstanding career opportunity.

For further information, please contact Simon J. Clarke on 071-629 4463 (evenings & weekends 081-769 1969) or write to him enclosing a full curriculum vitae at Harrison Willis, Cardinal House, 39-40 Albemarle Street, London W1X 3FD. Fax: 071-491 4705.

HARRISON WILLIS

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مکان الگهیل

HEAD OF PROJECT FINANCE

EUROPE

London

Highly Competitive Salary + Banking Benefits

Our client, a leading international bank, is seeking a senior Project Financier to head up and lead the Bank's drive into Europe, the Middle East and Africa. The bank has a well developed international network and is looking for an ambitious and well connected Project Financier to capitalise on the Bank's reputation and resources.

This senior appointment requires that the incumbent will have at least ten years' experience of project finance, and will be expected to manage and motivate a team of structured and project financiers, operating in a very competitive and demanding environment in Europe, the Middle East and Africa.

Ideally aged between 35 and 45 years, candidates will be graduates or MBAs and have an established reputation in the project finance market, and preferably experience of working in the United States or Asia. Stamina, sound negotiating and transactional skills are essential requisites for this exciting and challenging opportunity. A European language would be beneficial, but is not essential. Interviews will be arranged at suitable geographical locations for appropriate candidates.

Interested candidates should send their curriculum vitae, including current remuneration package and daytime telephone number to Carol Jardine, Managing Director, Whitney Selection, 17, Buckingham Gate, London, SW1E 6LB or fax 071 233 9334, quoting reference number WS/131/1.



WHITNEY
SELECTION

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The exchange is now increasing the resources it devotes to product development and is looking for a PRODUCT DEVELOPMENT SPECIALIST capable of being a leading player in a small and young team, reporting directly to the Business Development Director.

He/she will be educated to a degree level, and possibly MBA qualified. The person chosen will play a major role in developing innovative new products in close consultation with leading market participants.

The successful candidate will already have a sound knowledge of the derivative markets, in particular regarding equities, and will have some experience of developing new products either within an investment house or in an exchange.

This will be a key role within the exchange, and as such, will attract a competitive salary and benefits package related to the candidate's experience.

To apply, please send a full CV including details of current remuneration to:

Carole Machell
Head of Administration
OMLX, The London Securities and Derivatives Exchange
107 Cannon Street
London EC4N 5AD

GROUP VICE PRESIDENT

Investment

Excellent terms

A highly respected and successful Arab group plans to diversify and grow by making fresh large investments in different investment opportunities including, real estate development, trading and retailing activities, manufacturing, within the Middle East and Sub-Continent. Such ventures will be with well known international companies who are leaders in their areas of operations.

The Group Vice President-Investment will critically examine proposals for investment received from Group companies or potential JV partners. Another important component of the job is to oversee the efficient and profitable deployment of excess funds in international markets. GVP-Investment will be a member of the Strategy Committee, chaired by the Chairman and the Group Executive Committee chaired by the CEO. The position reports directly to the CEO.

The ideal applicant is a person who has at least 15 years of experience in money markets and project evaluation in a multinational and multicultural organisation. Experience gained with a well known investment/merchant bank or financial services company or international financial institution would be particularly relevant and useful, with the last five years being in a senior position equivalent to Director or Vice President.

The tax-free remuneration package is generous and includes top management expatriate benefits such as fully furnished villa, annual home first class leave passages, etc. The Group is situated in a cosmopolitan city in the Gulf which offers an excellent quality of life in a clean and safe environment.

If you are interested, please write/phone (ref: MS/6624)

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DC GARDNER INVESTMENT BANKING, TREASURY & RISK MANAGEMENT

City based with frequent international travel

DC Gardner Training is one of the world's largest providers of financial training to the banking sector, and is recruiting market specialists in the areas of Capital Markets, Treasury, Investment Management and Derivatives, to act as consultants within its Investment Banking and Treasury team.

Consultants will create and deliver highly structured training programmes for mainly banking clients. Candidates will need to demonstrate a high level of technical expertise and a good academic background, probably gained through several years front office experience, for example, in a dealing room. In addition, the personal enthusiasm and credibility to communicate technical expertise in an authoritative and professional manner is an essential requirement.

These positions are likely to appeal to self motivated candidates wishing to embark on a POSITIVE CAREER CHANGE in order to capitalise on their previous market experience. The ideal candidate is unlikely to be under 30 years of age, but excellent presentational skills and professional credibility will be the deciding factor for the appointment.

An attractive compensation and benefits package is offered. Please reply by November 25th with full CV to: Bernadette Swithenbank, DC Gardner, Nestor House, Playhouse Yard, London EC4V 5EX.

PARTNER EXECUTIVE SEARCH GLOBAL FINANCIAL MARKETS

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Find out more by contacting in strictest confidence, Edward Clark, Chief Executive, The Tallis Group, 95A Chancery Lane, WC2A 1DT, Tel: 071 430 1247



JAPANESE DERIVATIVE SALES PACKAGE £100,000

Credit Lyonnais Securities is currently looking to recruit an additional Senior Derivatives Salesperson to join its highly profitable Japanese desk in London.

Credit Lyonnais Securities is one of the leading Quantitative broking operations and has developed a highly successful Japanese Equity business with offices in London, Tokyo and New York.

We would like to talk to individuals who possess at least four years' experience of selling Japanese OTC derivative products to a UK and European Institutional client base. They should also have a thorough exposure to sophisticated quantitative techniques.

In the first instance interested candidates should contact Michael Jones on 071 600 4100



ATTORNEY/SOLICITOR

3+ YEARS EXPERIENCE & STRONG RUSSIAN LANGUAGE SKILLS sought for Moscow office of major New York law firm. Please reply to Box A2455, Financial Times, One Southwark Bridge, London SE1 0JH.

FRAMLINGTON FUND MANAGER

European Investments - £ substantial

With funds under management of £3bn, Framlington are looking for a motivated and disciplined fund manager to strengthen and expand their European team.

The Position

The successful applicant will handle existing funds with responsibility for achieving strong and consistent performance. They will also be expected to present to clients as part of new business development and to take a leading role in forming departmental investment policy.

The Person

Aged probably between 28 and 40 you will have worked for at least six years mainly in the European markets. An articulate and able presenter you must also be able to work closely and harmoniously with your colleagues whilst imposing a disciplined and strong management performance across a range of funds.

Salary is negotiable but substantial and includes the benefits associated with a senior position in a leading City operation.

Please write, enclosing a detailed CV to: Stephen Watson, Framlington Group Plc, 155 Bishopsgate, London EC2M 5XJ.

Opportunities at Deutsche Bank

You have 4 years' professional experience in developing complex EDP applications in investment banking, treasury or MIS. You are familiar with the quantitative analysis methods in the financial world (securities analysis, statistics) and with the leading products in the money and capital markets. You have experience in data and function modelling and are already acquainted with a UNIX systems platform. You would like to participate in the development of forward-looking information and control systems in the financial sector.

If you feel this description fits you, are highly motivated, have a good command of English and are able to work independently as well as in a team, you could be our new Systems Developer in our Organisation and Operations Division at Head Office near Frankfurt. Our Investment Banking Systems division develops, among other things, comprehensive risk and treasury information systems. This system is based on an "open" systems platform and uses the latest methods and tools.

Systems Developer Risk Management

As Germany's largest private bank and one of the world's leading international financial institutions, we can offer you more than you may think. For example, a varied and interesting range of personal training opportunities on and off the job and attractive professional advancement prospects. In addition, we offer a performance-related salary with a competitive

benefits package. Please send your application along with certificates, references and your desired salary to: Frau Cornelia E. Hulle, Deutsche Bank AG, Personal (Zentrale), Alfred-Herrhausen-Allee 10, D-65755 Eschborn.

Let's talk about it.

Deutsche Bank



SENIOR MANAGER - ENTERTAINMENT FINANCE

Guinness Mahon is a major player in certain niches of the media sector. We are currently looking to further strengthen a small and highly committed team with the addition of another first rate banker.

The successful candidate will report to the Director, Entertainment Finance and will be responsible for credit assessment, documentation, managing client relationships and assisting in business development.

We require an experienced banker aged 30-40 who has had formal credit training and several years experience of corporate/commercial banking. Strong analytical skills and a good knowledge of spreadsheets and databases are essential prerequisites. Previous experience of structured and project finance would be useful.

The company offers an attractive salary and banking benefits package.

If you feel that you match the criteria above, please send your CV (including current remuneration package) with a covering letter to:

Julie Allan,
Personnel Manager,
Guinness Mahon & Co Limited,
32 St Mary at Hill,
London EC3P 3AJ



GUINNESS MAHON & CO. LIMITED

OPERATIONS DIRECTOR

City £50,000 + share options

Our client is a leader in the provision of leasing to the medical, scientific and high technology sectors with a portfolio in excess of £100 million. From its current base with NHS Trust lessees, the European operation expects to fulfill its core mission of serving the full spectrum of medical, biotechnology, electronics and similar high growth industries during 1995. To complement the experienced marketing staff, the appointee will exhibit proven underwriting, risk, portfolio administration and financial analysis skills.

Candidates should have at least ten years relevant experience either in leasing, merchant banking, or investment analysis coupled to an understanding of scientific or medical markets. Equally important, this position requires seasoned judgement, energy and proven leadership skills. It is anticipated that an assistant will be hired by the successful applicant. Fluency in at least one major European language will be a substantial additional benefit.

Please contact Peter Haynes
No information will be disclosed without applicants' prior consent.

Jonathan Wren & Co. Ltd., Financial Recruitment Consultants,
No. 1 New Street, London EC2M 4TP
Tel: 071-623 1266 Fax: 071-626 5259

JONATHAN WREN LEASING

CORPORATE FINANCE

£30,000 plus benefit

City based Japanese Corporate Finance Division urgently require graduate with 5+ years experience in Underwriting Bonds, Euro-Medium Terms Notes and Securities. Fluency in spoken and written Japanese essential.

Please send full CV to
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WE'RE HUNTING FOR A HEAD OF INVESTMENT MANAGER RESEARCH

THE OPPORTUNITY - Watsons needs an outstanding individual with a primary background in investment to oversee their investment management research programme. You will have the opportunity to influence the investment decisions of many of Britain's leading pension schemes, and play a part in Watsons widening role with funds outside the UK.

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ACCOUNTANCY

Bright outlook forecast, but not guaranteed

Jim Kelly reports on the new rules on 'going concern' statements which make explicit their judgments

Making a statement that a business is a going concern should be viewed in the same way as a weather forecast. It is a judgment based on available data at a point in time. It is not a guarantee of fair weather.

No one would think of suing a weather forecaster after a holiday ruined by rain. However, we might be justifiably annoyed by a 24-hour forecast which failed to notice the approach of a typhoon.

The problem with the concept of going concern is that it is seen by many shareholders and investors as providing a guarantee against collapse. When things go badly wrong they feel aggrieved.

The late 1980s provided a string of examples of company collapses within months of the publication of accounts, audited without qualification, and containing the assumption that the company was a going concern.

Creditors sought to apportion blame and turned to the auditors. The situation cruelly exposed an "expectation gap". If the company concerned was a going concern eight months ago why was it now revealed to be nothing of the sort? What had the auditor missed? What had the directors failed to tell the auditor?

This week the Audit Practice Board, and the Working Group on Going Concern, with mem-

bers from the Institute of Chartered Accountants, the Hundred Group, and the Institute of Chartered Accountants in Scotland, have between them attempted to clarify the responsibilities of auditors and directors with respect to going concern. Their work is a direct response to the corporate failures of the 1980s.

Both have been keen to make plain what going concern is not. It is not a cast iron prediction. It is a judgment made on the available evidence at a point in time. That judgment is based on the information provided by the directors. It is not a guarantee the company will continue to trade.

What going concern is has become much clearer this week and the APB and the working group deserve credit for co-ordinating their findings and coming up with a practical framework.

The only danger is that they may have difficulty in restraining public expectations in the future.

The APB's Statement of Auditing Standards (SAS) 130 replaces the old auditing guideline which was widely criticised for giving the auditor a passive role on going concern. Unless the auditor literally fell over contrary evidence the business was presumed to be a going concern.

SAS 130, which covers all audited companies, requires

the auditor to take a proactive role and to consider, rigorously, a business's ability to continue as a going concern. That ability should extend into the "foreseeable future" - which is not strictly defined.

However, if directors of the company in question consider from the date of the approval of the financial statements and do not disclose it, the auditors must record this in their basis of opinion.

This subtlety can be seen as the APB watering down the rigor of the standard or introducing a practical recognition that some businesses, such as a fashion house faced with an unpredictable spring season, might not be able to provide the detail required for such a period.

The auditors, under SAS 130, should qualify their opinion if they think the directors have not backed up their assertion of going concern with adequate information. The auditors should register an adverse opinion if they disagree with the assertion.

Michael Boyd, chairman of the task force that produced the standard is sure it will not create a "make work" project for companies. It is not mandatory for companies to provide cash flow forecasts or budgets to back up going concern.

For many companies no

extra work will be needed.

The standard is effective from June 30 1995 although the APB wants it adopted when those companies being audited already comply with the Cadbury Code - under which directors are already urged to make a statement of going concern.

What the APB has done for auditors, the Working Group on Going Concern has done for company directors of listed companies - including those quoted on the USM. It has published this week guidance on making an explicit statement of going concern.

As its guidance is a codification of best practice, with which it believes companies with year ends from December 1994 can comply. The guidelines give directors three options:

- To state that the company is a going concern.
- To state it is a going concern but with an explanation of potential problems and how they would be dealt with.
- To state that the business is not a going concern.

Needless to say the final option is going to be rare. The second will not be as rare and will need very careful handling if it is not going to inflict severe damage on the share price.

In the case, for example, of an incomplete negotiation of a contract, analysts and the

press would need to be carefully briefed.

Advice to directors on the definition of "foreseeable future" has again been dovetailed with the APB's rules for auditors. Generally they should look at all the relevant information available - including the long-term view. The expiry of a patent, for example, in 15 years' time is not an irrelevant item for consideration.

One can see some potential problems when the new rules are up and running. Imagine a group of directors putting forward their judgment that the company is a going concern based upon a forthcoming bank loan. The auditor may discover, after questioning the directors, that the loan is only to be forthcoming if the company is judged a going concern. This kind of situation will require a common sense solution. One could imagine a tripartite meeting between the parties involved as a good start.

Finally the APB also published this week a revised bulletin on corporate governance which said that it was impractical for auditors to give an opinion on the director's report on going concern. This was seen as involving too much extra work.

However, if the director's report is inconsistent with what the auditor knows from having to sign off the accounts

then they should highlight the difference.

Taken together this week's publications certainly appear to increase the responsibilities of auditors and directors. By clearly setting out their duties and roles the APB and the working group have put in place a strong framework. There may be some fears that as a result the liability of auditors has been increased.

This is certainly a danger. But the allocation of responsibility between the parties has also made it clear that auditors have to work with information provided by directors. The rules now also make it explicit that the going concern judgment is not a guarantee of future prosperity.

If auditors can educate the public on this definition of going concern it will go a long way to closing the expectation gap and protecting them from blame when companies fail. The need for more open discussion and analysis in financial statements of going concern should also benefit the public interest.

For most company directors the new rules will not be a burden. But the guidelines undoubtedly focus their responsibilities in a way which is difficult to avoid. There will be those who do not wish to take a more rigorous approach to what has up until now been seen as a hand assumption.

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made by product group internal auditors to ensure that they are implemented quickly and effectively.

Graduate Chartered Accountant who combines technical excellence with a particularly high degree of diplomacy and persuasiveness. Must have well developed presentation skills in order to command respect and sell ideas at the highest level within product groups. Resilience and self motivation will be important personal qualities.

Candidates will be "Big 6" firm trained and will either be currently in the profession as senior managers or will have achieved success at a senior level in the internal audit functions of large corporates.

This demanding position will offer exposure across the organisation and is likely to lead to promotion out of audit into one of the businesses in the medium term.

Please apply in writing quoting reference 816 with full career and salary details to:
Nigel Bates
Whitehead Selection Limited
43 Welbeck Street, London W1M 7JF
Tel: 0171 637 8736

Whitehead
SELECTION

A Whitehead Head Group PLC Company

Coopers & Lybrand Executive
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ciba

Head of Internal Audit

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SCOTTISH

The Ciba Group of companies in the United Kingdom have their attractive Headquarters on the outskirts of Macclesfield. This Swiss-owned Group is one of Britain's major manufacturers and distributors of products in the fields of healthcare, agriculture and industry, with a UK turnover of around \$750m and employing some 4,800 people at business unit sites from Paisley and Gt. Wymondley in the North and East, to Horsham and Southampton in the South. Operations are very decentralised.

Reporting to the Chairman and Chief Executive, a major task of your small team is to reassure senior management that proper management controls and systems are in place and operating efficiently. Equally important, you will provide a consulting service that will support business units by identifying and recommending best practice and by carrying out specific projects. You will also be expected to participate in international Ciba audit teams.

Probably a graduate accountant, you will preferably have managed an internal audit group within a major international business. Experienced, perceptive and commercially aware, you must possess a practical knowledge of modern control procedures and review techniques as well as well-developed communication and other interpersonal skills. This is a high profile role that should provide a springboard to a wide range of senior financial positions within the organisation.

An excellent benefits package is available, including relocation if required.

Please send full personal and career details, including current remuneration and daytime telephone number, in confidence to Peter Jones, Coopers & Lybrand Executive Resourcing Ltd, Abacus Court, 6 Minshull Street, Manchester M1 3ED, quoting reference P288 on both envelope and letter.



FINANCIAL MANAGEMENT SEARCH & SELECTION

PROJECT FINANCE MANAGER
EUROPE

TO £50,000 + BENEFITS + BONUS

An international merchant bank with an extensive European network seeks to strengthen its existing high-profile project finance team. The role will involve leading projects primarily related to the energy and utilities industries across Europe. Probably aged 27 to 35, you will have experience of managing projects in an industry or banking-related environment. In addition you will have at least a working knowledge of a second European language (preferably Italian, German or French). A professional qualification is preferred, but not a prerequisite. Ref: 345690

For a confidential discussion please call Norrie Sinclair on 071-405 4161 (fax: 071-430 1140) or evenings 071-454 9151 or write to him at FMS, Recruitment Consultants, 5 Bream's Buildings, Chancery Lane, London, EC4A 1DY.

CORPORATE FINANCE EXECUTIVES
CITY

TO £38,000 + BENEFITS + BONUS

Our client is a leading global investment banking group with an extensive international network of offices and an enviable reputation.

The European Corporate Finance Division requires exceptional newly qualified chartered accountants to work on cross border transactions both in the UK and Continental Europe.

Clients will include both multinational corporations and large/medium-sized private companies. You will have trained within a 'Big 6' accountancy firm, have an excellent academic background and first time passes. Ref: 34879

A WORLD-BEATING BUSINESS WITHIN A WORLD-BEATING BUSINESS

Finance Manager

HEATHROW & GATWICK OPERATIONS

With annual revenues in excess of £500 million and around 3,000 staff, British Airways World Cargo is a significant business in its own right. With a mission to transform the air transport business, we are entering a period of continuing development; tangible evidence of which is a £150 million investment in a state-of-the-art cargo handling facility at Heathrow.

To support this development, a new Finance Manager position has been created. Reporting to the Financial Controller - World Cargo, you will use the latest costing and evaluation techniques to assist management in the ongoing development of a productive, cost effective international operation. Your management style will be both consultative, involving the workforce in delivering solutions to business users, as well as being capable of reaching tough business decisions through sound analysis and highly developed influencing skills.

Leading a small team of business analysts, you will be a graduate probably with CIMA qualifications and experience of a materials handling, JIT environment. Intellectually sound with a mental and physical resilience to cope with both a radically changing business environment and a 24 hour, 365 day a year business, you will also need to combine hands-on business acumen with outstanding technical ability. Succeed, and the opportunities for personal and career development are, without doubt, outstanding.

To apply, please write or fax with full CV and current remuneration details to our consultant Alan Birch, Macmillan Davies, Salisbury House, Bluecoats, Hertford, Herts SG14 1PU. Quoting reference: MD3958. Fax: 0792 505301.

Closing date for applications is 18th November 1994.

BRITISH
AIRWAYS
WORLD CARGO

مكتبة الأصيل

Director of Finance

Cornwall Healthcare NHS Trust

c.£45,000 + Bonus + Car

St Austell

Demanding and rewarding challenge to lead customer focused finance function and contribute to corporate management of the Trust.

THE TRUST

- Provides comprehensive range of community based services, including specialist mental health and care of the elderly, across the whole of Cornwall.
- Services provided through a devolved general management structure.
- Over 4000 employees. Revenue budget £60m.

THE POSITION

- Overall financial leadership. Report to the Chief Executive.
- Ensure tight management and control of the finance function. Contribute to corporate policy and strategy.

- Provide support and assistance to Executive Board Directors and General Managers.

QUALIFICATIONS

- Qualified accountant with extensive experience of formulating and implementing financial strategy in a complex organisation.
- Strong leader, excellent analytical ability and first class communication skills.
- Ideally, knowledge of NHS financial systems.

Please send full cv, stating salary, ref PN4481, to NBS, 54 Jermyn Street, London SW1Y 6LX



NBS SELECTION LTD
a BNB Resources plc company

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LONDON 071 493 6392
Aberdeen 0224 638080 • Birmingham 021 233 4656
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Manchester 0625 599663 • Slough 0753 519237

Financial Controller

Leisure Division of Major Organisation

c.£35,000 + Car + Benefits

North West

Key role in management of change within major division of profitable group.

THE COMPANY

- Leisure division of significant UK group. Household name. Profitable.
- Committed to expand into new market sectors, retaining emphasis on current strengths.
- Reputation for quality of employment and opportunities for personal development.

THE POSITION

- Focus on overall financial control of business. Contribute to finance and IT strategy.
- Ensure efficient and timely production of management information, manage external relationships and liaise with Group Treasury. Report to Finance Director.

- Manage and motivate large team of people during time of change and development.

QUALIFICATIONS

- Qualified accountant, blue chip experience, seeking increased responsibility. Strong awareness of up to date accounting systems and procedures.
- Committed professional, strong interpersonal and communication skills; resolute and persuasive management style, able to gain respect at all levels.
- Bright, personable and cheerful team player.

Please send full cv, stating salary, ref YN4369, to NBS, Prospect House, 32 Sovereign Street, Leeds LS1 4BJ



NBS SELECTION LTD
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DIRECTOR OF FINANCE

Buckinghamshire

£50K package

Amersham & Wycombe College is an independent further education Corporation with 8,500 students and 350 staff located across three main campuses in south Buckinghamshire. The College has been highly successful in diversifying its markets and the annual turnover is £12m having tripled over the past four years. A significant area of growth has been in the provision of contract education and training services for major customers including the Prisons Service and local TECs. Some of this activity is undertaken through the College's subsidiary trading company of which the Director of Finance is the Company Secretary.

The Director reports to the Chief Executive, provides reports for the Board of the Corporation, the Finance Committee and the Audit Committee and regularly attends the meetings of these three committees. Following a recent reorganisation, the Director is now responsible for the College's MIS which adds a significant dimension to the breadth of responsibilities of the post. The Corporation is seeking to appoint someone who can build upon and develop the excellent financial base which has been established since the College left the control of the County Council in April 1993.

Applicants must have a recognised accountancy qualification, (eg ACA, ACCA, CIMA etc) together with a range of experience some of which must have been gained in the private sector preferably within large organisations. The ability to manage the development and implementation of new computer based systems is an important feature of the post. The College is pursuing delegated budgetary control which requires non-financial managers to manage their budgets and the Director is required to provide leadership and support for this culture change. The Director must have a good knowledge of tax matters including VAT and covenant payments. The Director has a team of 27 staff, 4 of whom are direct reports including a personal secretary.

Ideally in the age range 30-40 and seeking a significant career advancement, the Director of Finance will play a major part in the further development of the College and in ensuring its sound financial future.

If you are interested in this challenging post, please send a brief letter of application together with a full CV to Tricia Leman, Director of Personnel, Amersham & Wycombe College, Stanley Hill, Amersham, Bucks HP7 9HN.

The closing date for expressions of interest is Friday 25 November 1994.

COMMERCIAL FINANCE DIRECTOR

Commercial ACA, (mid 30s), Retail/Service industry background, PD of both small (22m) and large (2300m) companies seeks contract work in the London or Thames Valley areas. Strengths include:

- System design, development and implementation
- Staff motivation and management
- Efficiency programme management
- Problem solving

For further details ring or fax: 0734 341567

High Profile Financial Planning

London

Our client is a leading UK plc whose £4 billion operations are well-established in 50 countries worldwide. The activities of the Group are diverse and include consumer products and service as well as related and supporting areas of activity. The Group is well-placed to grow and develop

further. As part of these development plans, the need for a strong and high profile Group Financial Planning function within the Head Office has been identified. As a result two unique opportunities to actively participate in exciting commercial decisions have now arisen:

Group Financial Planning Manager

£50,000 plus Bonus, Options & Car

Reporting to the Group Financial Controller and managing a professional team, the responsibilities will include:

- Key monthly reporting on operating and financial performance.
- Provision of all aspects of short, medium and long-term planning as well as ongoing performance review of the business.
- Collection and analysis of key (financial and non-financial) information required to run the business.
- Developing a financial support and advisory function for Group and Divisional Senior Executives.

To perform this role you will be a Qualified Accountant with a strong track record of direct and proactive contribution to business via financial planning and analysis. You will have experience at Group and ideally, at operational level, almost certainly within a blue-chip environment. Previous finance or related experience is ideal but not essential. Reference number WKW/6103/FT.

To discuss either of these positions further you should write to Karen Wilson at Hoggett Bowers, George V Place, 4 Thames Avenue, Windsor, Berkshire SL4 1QF, 0753-850 851, fax: 0753-853 339, enclosing a recent CV and a note of current salary, quoting the appropriate reference number.

Group Financial Analyst

Up to £40,000 plus Bonus, Options & Car

A senior member of the team reporting to the Group Planning Manager. Responsibilities will include:

- Full involvement in the monthly reporting activity as well as the forecasting, budgeting and long-term planning processes.
- Production of performance measures, profitability analysis and risk assessment.
- Supporting the Group Financial Planning Manager in a wide variety of ad hoc projects.

Also a Qualified Accountant you will have a strong financial planning and analysis background within a large blue-chip organisation either within industry or the banking sector. Strong interpersonal and relationship building skills as well as the ability to communicate credibly at all levels are essential to both roles. All candidates should be commercially and operationally orientated with the ability to take on a more strategic and wide perspective. Reference number: WKW/6106/FT

Hoggett Bowers

EXECUTIVE SEARCH AND SELECTION

BUSINESS ANALYST

Key appointment in major Blue Chip Company

CENTRAL
LONDON

to £38,000

+ Car

+ Benefits

An outstanding opportunity has arisen for an ambitious and highly commercial finance professional to join one of Britain's leading companies. With an annual turnover in excess of £10 billion and operations throughout the world, the company is well placed to meet the global challenges of the future.

Working as part of a small, highly visible team, and liaising closely with corporate and operational senior management, your brief will be to provide detailed analytical information on financial planning, reporting and control issues. Specifically your time will be spent on preparation of Group budgets, five year plans, Group management accounts and ad hoc projects of major strategic importance.

The successful candidate will therefore require the following key attributes:

- Qualified graduate ACA with 1-4 years P.O.E. gained either within a top six firm or industry.
- Strong analytical skills combined with exposure to ad hoc project work and group consolidations.
- Intellectually robust with outstanding inter-personal skills.
- Ability to make an impact in a fast-moving change oriented culture.

We are interested in talking to candidates who can display records of consistently high achievement and who are comfortable working alongside senior decision makers. Energy, creativity and flexibility are all qualities which will enable you to take advantage of career opportunities within the company either in the U.K. or overseas.

Interested applicants should write in confidence, stating current remuneration, to **Andrew Livesey**, quoting reference number 2099, at Nicholson International, (Search and Selection Consultants) Bracton House, 34-36 High Holborn, London, WC1V 6AS. Alternatively fax your details on **071 404 8128**. Our client is an equal opportunities employer.

France Italy Holland Spain Germany Belgium Turkey Poland Czech Republic Hungary Romania Russia Australia



NICHOLSON
INTERNATIONAL
UK

From computer
audit/consultancy
to a major
international group

IT AUDIT MANAGER

London

c£45,000 + car

Our client, **Pearson plc**, is the parent company of a worldwide media group whose principal operations are in the fields of book and newspaper publishing, entertainment, television and investment banking. The group will continue to grow both organically and through acquisition, which may be international.

The IT Audit Manager will work as a member of a small professional team responsible for the audit of the group's activities outside North America. Providing constructive and commercial advice on IT, financial, operational and business systems and controls to both group and subsidiary management, he or she will carry out all aspects of assignments. Ad hoc projects might include IT strategy studies and acquisition reviews. The internal audit function is highly regarded and has established a track record of promotion to senior line management positions in the subsidiaries.

Applicants should be graduate chartered accountants. In depth experience gained in either computer audit or systems consultancy is essential and ideally should include significant exposure to pc networks and mid-range based systems.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference H/119/F.

Manager –
Special Projects

Outstanding
Accountant

Recently Floated
Plc

Warwickshire

£50-£60,000 +
Bens + Relocation

Our client is a recently floated distribution group, with substantial City support. Following the acquisition of a major competitor, the company is ideally positioned to make further inroads into its fragmented and competitive market sector. This will primarily be facilitated through an aggressive acquisition strategy coupled with a well defined sales and marketing formula. The dynamic executive team has created an environment that emphasises tight management controls and entrepreneurial flair.

To achieve the ambitious level of growth desired it is essential to recruit an outstanding Manager – Special Projects. This is a key appointment where the emphasis will be on contributing significantly to the growth and value of the business. The focus will be on developing a group wide rationalisation programme and installing effective management systems and controls.

The required candidate will be a task orientated and proactive qualified accountant (aged 32-40), with an outstanding record of success. Relevant experience will have ideally been gained in a multi site distribution organisation. A background of implementing systems and managing teams in a rapidly changing environment is strongly desired.

The rewards include an attractive basic salary, performance related bonus, share options and relocation package if appropriate. Most importantly this position provides the opportunity to join an ambitious group in its initial stages of growth and to achieve main board status within a short period of time.

Interested applicants should write, in the strictest confidence to Robert Walker or Brian Hamill, forwarding a curriculum vitae to our London office quoting RW 1451.

WALKER HAMILL
Executive Selection

103-105 Jermyn Street,
St James's,
London SW1Y 6EE
Tel: 0171 839 4444
Fax: 0171 839 5857

Head of Financial Planning

Providing service excellence through technology and people

Midlands

c. £40,000 + Benefits + Car

Our client is currently spearheading the development of an innovative and exciting financial services operation which will create new standards for the industry. They operate in the personal sector market place and their success is based on a genuine commitment to quality, together with state-of-the-art technology, ensuring that they fulfil customers' requirements and expectations.

Reporting to their Finance Director, this new position will provide a focal point for strategic business planning issues within this young and dynamic organisation.

Key tasks will include:

- helping to develop and implement their financial business plans;
- devising and delivering a comprehensive MIS network which is able to cope with a rapidly expanding customer base;
- working proactively with internal management to provide an expert financial modelling service which meets their evolving requirements and aids commercial performance;
- acting as a catalyst to promote new financial initiatives throughout the operation.

Candidates will be graduates and qualified accountants (preferably ACA), likely to be aged in their late 20s to early 30s. Experience of working outside the profession is essential and ideally this should have been gained in a retail or service sector environment. Previous exposure to evaluating and selecting IT systems would be an advantage.

Energy, enthusiasm and first rate inter-personal skills are vital. You must be able to demonstrate a capacity for forward thinking and the ability to manage change effectively.

This is an exciting opportunity to join a customer focused company, whose growth potential is almost limitless. They have the brand name and full support of one of the world's largest financial institutions. For the right individual this position will represent an irresistible opportunity to gain further career development.

Please send a full CV in confidence to GKRS at the address below, quoting reference number 1238 on both letter and envelope, and including details of current remuneration.



SEARCH & SELECTION

1 WATERLOO STREET, BIRMINGHAM B2 5PG. TEL: 021 633 4844. FAX: 021 633 3744
A GKRS Group Company

Finance Director

Specialised Manufactured Products

North West

c. £40,000 + Bonus + Car

This is an exciting opportunity to join a well established business operating in a range of international markets, which is a strategically important part of a quoted engineering plc.

The position will form part of a dynamic management team which is committed to the growth and evolution of this multi-sited operation. The role will be located in their business unit in the North West.

Key tasks will include:

- implementing strong financial controls;
- embracing an environment of change;
- making a significant contribution to the business;
- selecting and installing a fully integrated manufacturing/financial information system.

Candidates will be qualified accountants, preferably with a degree.

who have a proven background operating at a senior level within a manufacturing environment. A thorough understanding of financial modelling techniques and PC systems is essential.

Excellent personal presence, drive and good analytical skills are important requirements. The successful candidate will enjoy initiating change, adopting a hands-on management style, and interfacing with all aspects of the company's operations.

This is a growing organisation which can offer first-class prospects for career development, including the possibility of a move into general management.

Please send a full CV in confidence to GKRS at the address below, quoting reference number 1238 on both letter and envelope, and including details of current remuneration.



SEARCH & SELECTION

1 WATERLOO STREET, BIRMINGHAM B2 5PG. TEL: 021 633 4844. FAX: 021 633 3744
A GKRS Group Company

Group Finance Director

Plc main board appointment

Yorkshire

c. £65,000 + Executive Benefits

An innovative and ambitious market leader, our client has a growing international reputation in its specialist field of business services. As a direct result of continued growth and plans for further development of worldwide operations, there is an immediate requirement to appoint a Group Finance Director to the main board.

Reporting to the Group Managing Director, the successful candidate will take responsibility for all finance and corporate reporting matters for the group and its subsidiary companies. As a member of the 'Top Team', the person appointed will also be expected to make a significant contribution to the future strategy and direction of the business.

Key tasks will be to:

- define financial reporting requirements for subsidiary companies and provide appropriate management information to the senior management team to aid future decision making;
- manage all aspects of treasury, cash management and company secretarial issues;

• handle external relationships with investors, bankers, institutions and auditors.

Candidates, aged 30-45, should be graduates with a chartered accountancy qualification and possess experience with an industrial or service sector company. A background in a public company, as a Divisional Finance Director or in a central role as Financial Controller, would be a definite advantage. The ability to operate effectively in a customer-focused and market-led business environment is essential. The person appointed should be able to demonstrate first class communication skills and a high level of commercial awareness, combined with the ability to influence and negotiate at all levels.

The remuneration package reflects the importance of this critical appointment and will include a company car, a first class group pension and executive share option scheme.

Please send a full CV in confidence to GKRS at the address below, quoting reference number 94373N on both letter and envelope, and including details of current remuneration.



SEARCH & SELECTION

PARK HOUSE, 6 KILLINGBECK DRIVE, YORK ROAD, LEEDS LS14 6UF. TEL: 0532 484848.
A GKRS Group Company



COCA-COLA CCA AMATIL

CHIEF FINANCIAL OFFICER

Executive Package and Expatriate Benefits

Prague

Coca-Cola Amatil, is a global leader in the manufacture, marketing and distribution of a portfolio of premier branded carbonated soft drinks, mineral waters and other non alcoholic beverages. The Company's position has been further strengthened by an aggressive and successful expansion programme across Central and Eastern Europe typified by outstanding increases in sales, performance and profitability in the Czech Republic.

The success of Coca-Cola Amatil Czech Republic, the local franchise holder for Coca-Cola branded products, is underpinned by substantial investment in new manufacturing and distribution facilities, creative marketing and forward thinking management. Further growth is anticipated and the selection of a new Chief Financial Officer is seen as a key appointment for the business.

Reporting to the General Manager, the position will assume executive responsibility for directing the company's commercial strategies and growth orientated investment programs as well as overseeing 60 staff in Finance, Administration and Information Systems functions. As part of the Executive Management team in the Czech Republic the CFO will also be a key participant in the management of the Global business.

A Qualified MBA Accountant, the successful candidate will demonstrate a proven track record in an international business environment, ideally Eastern Europe, where you will have developed strong leadership and management skills and a strategic approach. A connection with the Czech Republic will be a distinct advantage. It is expected that you will have fully-developed Czech language skills.

Interested candidates should contact our advising consultant Kean August, in strictest confidence, at FSS Europe, Charlotte House, 14 Windmill Street, London W1P 2DY, UK. Tel No: (44) 71 209 1000 (days) or (44) 71 385 3886 (eves) Fax No: (44) 71 209 0001.



Growing to excellence

Procter & Gamble, with home offices in Cincinnati, Ohio (U.S.), is one of the world's leading consumer goods manufacturers with over 250 different brand and product variations which are sold in over 150 countries and with approximately 97,000 employees around the world. Strong business growth in Europe, as well as increasing complexity and challenges in our operations, have created opportunities for extra (m/f)

European Tax Managers

As members of the European Tax Group and located either at the European Headquarters near Brussels or in one of our major European operating companies (e.g. in The United Kingdom, Germany, Italy, Spain, France, Switzerland), the successful applicants will be expected to:

- Provide tax advice and support to the European operating companies' management. Establish clear, consistent and sustainable tax strategies for all facets of the business.
- Assist in cross-border and local corporate tax planning, as well as compliance for the local corporate entities.

Proven technical ability, strong communication skills, business orientation with an ability to put tax planning in its context, and the desire and potential to contribute effectively to the overall management of the business are essential pre-requisites. Experience in international tax or in managing or advising Belgian Coordination Centers would be an advantage.

The above assignments would ideally suit a qualified University Graduate who has gained 3 to 5 years of corporate tax experience within an industrial environment or a professional office. Prospects for the successful applicants include the possibility of senior tax roles in operating companies, in the European Headquarters or in the International Divisions.

Interested applicants should contact either by phone or by letter Mr J. Hermans or Mr W. De Paep, Recruiting Office.

Procter & Gamble
Europe

Tennelaan 100 - 1853 Strombeek-Bever - Belgium - Tel. 32/2456 21 11

FINANCIAL CONTROLLER

(Europe/Middle East/Africa)

Chemicals Sector

Based Brussels

The ISK Group of Companies is one of Japan's leading international chemical producers with current revenues of US\$1bn. Its Europe/Middle East/Africa business comprises chemical and agrochemical interests and is growing rapidly through the introduction of new and innovative products. To respond to this growth, particularly in continental Europe, the company is creating its European Headquarters in Brussels.

The important role of Financial Controller will take full responsibility for the financial management, data processing, insurance and legal aspects of the Europe/Middle East/Africa business. This will involve providing a full range of financial/management accounting and related services, working through a team of some 6 qualified and part qualified staff and liaising with finance colleagues in Japan and the USA.

To qualify for consideration, candidates must be qualified (Expert Comptable) accountants in the 35 - 45 age range with at least 10 years commercial/industrial accounting experience in a multi-national organisation. Competent in foreign currency transactions, they will have a detailed knowledge of Belgian accounting procedures, US GAAP and ideally Japanese reporting systems. A high level of computer literacy and fluency in French, English and preferably one other major European language is imperative. Experience of the motivation and development of a small accounting team and the achievement of results through team work is seen as essential.

To apply for this challenging position please forward your C.V. in English with indication of current salary to: S. Nicholson Associates, 246 Avenue de Tervuren, Boite 10, 1150 Brussels, Belgium.

ISK BIOSCIENCES™

Development/Venture Capital - Major European Player

Fund Accounting & Reporting

Ideally Mid/Late 30s flex c.£40/45,000 + Bonus + Car Central London

Our Client is a recognised leader in the European Management Buy-Out/Venture Capital arena and, as an independent player, operates through six offices across the Continent. It currently manages equity investments in over 70 European businesses and, since inception in the early 1980s, has been involved in over 150 investments, with an aggregate value of several billion pounds; which have included some of the largest MBO/MBI transactions conducted.

Major growth and expansion plans, involving the raising of new equity funds to be under its management, has created the need for a Fund Accounting and Reporting Manager to join its small overall team of investment professionals and administrative support staff of some 30 people.

In this new appointment, you will report to the Group Finance and Administration Director. Your main involvement will primarily focus upon accounting, external investor reporting, and administrative activities required for the new funds under management. In particular, you will be

responsible for the preparation of reports to Investors, investor capital accounts, statutory accounts, funding co-ordination and liaison with third-party fund administrators. Additionally, you will act as a further central overall resource within the Group Finance and Administration Director's team.

Ideally, you will be a qualified accountant, with previous experience of fund management accounting/reporting, which could have been gained either within an appropriate financial institution or, alternatively, from relevant client exposure within the accountancy profession. You must be PC literate, a team player with a high level of self-motivation, pragmatic and flexible in attitude, with a "shirt-sleeves" approach.

You should write enclosing a resume together with current remuneration details and daytime/evening telephone contact numbers, quoting Reference 411/8 on both envelope and letter, to the address below:

Chrysophanes Flamminger Associates, Bechtel House, 245 Hammersmith Road, London W6 8DP.

FILES ECHOS

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone: Philip Wrigley on +44 71 873 3351

INTERNAL AUDITOR

LONDON

It is the leading specialist investor in unquoted businesses in the UK. We provide equity and loan capital to support small and medium sized businesses in all sectors of the economy, encouraging wealth creation and business growth. We have recently achieved a listing on the London Stock Exchange and become a member of the FT-SE 100.

As one of the country's foremost leading investors in independent business, we naturally adopt progressive and professional practices - particularly when monitoring our own operations.

We are now looking for a conscientious and effective Internal Auditor to join our Audit team in Waterloo, to provide support on financial and operational processes to ensure we meet required standards and statutory regulations. A certain amount of travel will be involved.

You will be a Chartered Accountant with up to 2 years' post qualification experience. Knowledge of the financial services sector would be an advantage, as would a working knowledge of French or German. It is essential that you are computer-literate. You will also possess a high level of inter-personal and organisational skills, and have the ability to deal with sensitive matters in a confident and professional manner.

In addition to a competitive salary the package includes a company car and financial sector benefits.

If you are interested in applying, please forward your CV and a covering letter to Miss Ginny Kelly, Human Resources Department, 31 plc, Trinity Park, Bickenhill, Birmingham B37 7ES.



INVESTORS
IN
INDUSTRY

مركز التوظيف

Head of Financial Planning & Analysis

South East

to £45,000 + Car + Banking Benefits

Abbey National is the fourth largest financial services group in the British banking sector, with businesses which include life assurance and treasury services.

A career development move has created an attractive opportunity for an energetic accountant or MBA to take on this high profile position which reports to the Group Financial Controller.

Heading a young, professional team, your responsibilities will include balance sheet and margin analysis, loan loss provisioning and the financial evaluation of projects and acquisitions. Financial analysis of the company's monthly results will be an important aspect of the role, together with the provision of financial advice to senior management.

Intellectually agile, you will have good academic qualifications allied to exceptionally strong analytical, managerial and communicative skills. A proactive approach is called for, together with a positive attitude to change and the confidence

to push forward the limits of your own responsibilities.

Proven experience of financial analysis and modelling gained within a blue-chip company or major accounting practice is essential, together with the ability to work equally effectively on both managerial and hands-on tasks. A background in banking and knowledge of treasury instruments would be advantageous.

As a key member of the management team, you will enjoy a full range of benefits including car and mortgage subsidy. To support a healthy work environment, Abbey National has a no smoking policy.

Interested applicants should forward their CVs to the Personnel Department, Abbey National Plc, Abbey House, Baker Street, London NW6 6XL. Tel: 071-612 4443 or 071-612 4454.

In pursuing our policy of equality of opportunity for all, Abbey National positively welcomes applications from every section of the community.



Promoting Success Through Equality

Financial Director

West Midlands

to £40,000 + Car + Bens

Our client is a highly successful and profitable division of a well known UK plc, engaged in the construction and housebuilding industry. A combined strategy of astute financial control and market leading product quality has enabled the company to enhance its market advantage through the 1990's, despite fit from favourable trading conditions. With a strong balance sheet and minimal gearing, the company is poised for further significant growth.

In order to strengthen its financial and commercial expertise, the company is seeking to appoint an ambitious, qualified accountant with strong technical, analytical and communication skills. Reporting to the Divisional Managing Director, with a strong dedication to the Group Financial Controller, responsibility will encompass the overall management of the finance department, including all group reporting requirements, divisional management accounting, budgets, forecasts and systems development. The Financial Director will also command significant influence across the business in providing input on all commercial policy decisions, in

addition to cost management and profit improvement initiatives. The position will work closely with divisional and Head Office management teams.

Prospective candidates must be qualified accountants (aged 30-45), with experience of managing a sizeable finance function. Whilst not essential, experience in the housebuilding or construction industry would be of particular interest. Above all, candidates must be able to demonstrate energy and commitment and the intellectual ability to contribute to strategic decision making.

Of equal importance are personal qualities, including strong interpersonal and organisational abilities and the skills of diplomacy, tact and judgement necessary to operate effectively in a demanding commercial environment.

Interested candidates should apply in writing, quoting reference 209513, enclosing a full CV (including a daytime telephone number and details of present remuneration) to William Greenwell at Michael Page Finance, The Citadel, 190 Corporation Street, Birmingham B4 6QD.



Michael Page Finance

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Financial Director - Operations

West Midlands

c £35,000 + Car + Bens

Since its establishment in 1980, our client has become a dominant force in the highly competitive retail market. Accelerated organic growth has been achieved through high quality service, astute merchandising and competitive pricing. Current turnover is in excess of £500m and is generated from some 700 stores nationwide. A highly cash-generative business, the company is committed to a strategy of organic and acquisition-led growth to further extend its market advantage.

An opportunity has arisen for an outstanding finance professional to play a significant role in assisting the company to achieve its objectives. Reporting to the Group Financial Director, the role will encompass full functional responsibility for a sizeable finance function, with particular emphasis on systems development. Operating in a highly cost and margin-sensitive market-place, the position will also be responsible for managing and

analysing the performance of the business, with the key focus on tight cost control and overall operational efficiency.

This is a 'hands-on' and highly influential role and will be of particular appeal to those seeking their first Financial Directorship. Prospective candidates will be qualified accountants, able to demonstrate extensive financial management expertise in a fast-moving, volume-transaction commercial business. The successful candidate will most likely have worked in a multi-site environment and whilst not essential, experience in a retail business would be of particular interest.

Interested candidates should apply in writing, quoting reference 209638, enclosing a full CV (including a daytime telephone number and details of present remuneration) to William Greenwell at Michael Page Finance, The Citadel, 190 Corporation Street, Birmingham B4 6QD.



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PIA Supervision

Review Team Member

The Securities and Investments Board's wide ranging responsibilities as lead regulator under the Financial Services Act include overseeing the activities of the Personal Investment Authority - the newly formed main regulator for the marketing of retail investment products and services to the general public.

SIB has a new supervision department dedicated to ensuring that PIA delivers high standards of investor protection and regulation. SIB now wishes to appoint a member for the review team within this department. Reporting to the team manager, responsibilities will include:

- critical review of regulatory procedures and activities across the breadth of PIA;
- on-site assessment of PIA's monitoring and enforcement activities, including participation in visits to member firms;
- contribution to the development both of policies and procedures for review and of standards for cost effective regulation.

This review unit complements and informs a supervisory unit which assesses PIA's management plans, performance against plans and the aptness and

adequacy of its policies and resources for fulfilling its regulatory functions. An important part of the job holder's responsibilities will concern PIA's monitoring of financial resources, custody of client assets and portfolio management.

Applicants should be at least of graduate calibre, with an accounting qualification. They should have experience of or familiarity with some of the following areas:

- audit or consultancy work in the financial services sector;
- FSMA compliance in retail financial services (whether in the industry or in regulation);
- investigation of financial misdeeds;
- private customer portfolio management.

An aptitude for critical analysis is essential, as are good communication skills, both written and oral, and a mature personality with sound judgement.

Interested applicants should in the first instance contact Sue Lintern at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH, quoting reference 208965. Telephone 071 831 2000. Closing Date 28th November 1994.



Michael Page City

International Recruitment Consultants
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Chance für Finanzprofi in internationaler High-Tech-Gruppe

Unter Mandat ist eine namhafte internationale Elektronik-Gruppe, deren Produkte weltweit vertrieben werden. Die deutsche Vertriebsgesellschaft im Rhein-Main-Gebiet erwirtschaftet mit ca. 60 Mitarbeitern einen Umsatz von ca. 180 Mio. DM. An diesem Standort ist nun folgende Position neu zu besetzen:

Finance Director

- Anforderungsprofil:**
- Alter ab ca. 30 Jahre
 - sehr gute betriebswirtschaftliche Ausbildung (Universitär + Chartered Accountant)
 - mehrfache Erfahrung in kaufmännischer Gesamtverantwortung
 - fließende Deutschkenntnisse
 - sehr gutes Kommunikationsvermögen und die Fähigkeit, Mitarbeiter zu motivieren
 - unternehmerische, selbständige Arbeitsweise

- Aufgabengebiet:**
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 - Erstellung von Monats- und Jahresabschlüssen nach deutschem und englischem Recht
 - verantwortlich für alle Controlling-Aufgaben (inkl. Budgeting, Forecasting, Erstellung von Abweichungsanalysen sowie Berichten an das Management in UK)
 - Kontaktpflege zu Wirtschaftsprüfern, Banken und Finanzbehörden

Die Position ist dem Geschäftsführer direkt unterstellt und hat eine funktionale Berichtslinie nach England. Wir suchen in erster Linie Kontakte zu Kandidaten mit englischer Muttersprache und einer sehr international orientierten Persönlichkeit. Wenn Sie es gewohnt sind, auch "hands-on" zu arbeiten, und Sie in diesem dynamischen Umfeld die Fortsetzung Ihrer Entwicklung sehen, würden wir Sie gerne kennenlernen. Für einen ersten vertraulichen Kontakt steht Ihnen Frau Susanne Scherp unter Telefon +41 32 44 55 gerne zur Verfügung.

Ihre qualifizierten Bewerbungsunterlagen senden Sie bitte unter Angabe der Referenz SCH/324 an folgende Adresse:



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Steinstrasse 13,
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Financial Planning Manager

West Midlands

c £30,000 + Car

Our client is an £80m operating division of a major International engineering group. The Group operates an after-market, sales and distribution business for all the Organisation's manufacturing businesses. A high calibre individual is sought to continue the development of the financial and business systems. The scope of the role will include:

- Production of monthly management accounts, cash and profit forecasts, preparation of annual budgets and three year plans.
- Close liaison with other Group businesses both in the UK and Overseas.

Suitable candidates for this role will be

highly self-motivated and able to meet the challenge and the demands of a rapidly changing environment. With at least two years post qualification experience as a minimum, you will consider yourself a strong man-manager, able to motivate a team and to operate effectively at all levels within the Organisation. Further advancement within the Group is likely to be available to the right individual.

Interested candidates should apply in writing, quoting reference 210444, enclosing a full CV (including a daytime telephone number and details of present remuneration) to Adam Leon at Michael Page Finance, The Citadel, 190 Corporation Street, Birmingham B4 6QD.



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ACCOUNTS MANAGER

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- day to day running of the Accounts department
- Preparation of management accounts
- assist in setting of budgets
- half year and full statutory reporting
- liaison with commercial management

Suitable candidates should be able to demonstrate relevant experience, good communication and interpersonal skills, strong motivation and the ability to work both on their own and as part of a team

Please write, enclosing CV, to Amanda Cains, Personnel & Training Manager,
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COMMERCIAL ACCOUNTING MANAGER

East Midlands

Manufacturing

Package c£30,000

CRESCENT

Management Selection

A significant UK Division of a major International Group provides this ideal opportunity for a commercially orientated Accountant seeking career development beyond routine accounting and score keeping. Managing a key business function you will find ample scope to utilise in full your analytical, business, and negotiating skills within a truly European trading environment. Some overseas travel will be involved.

The emphasis of the role will be in support of commercial strategy particularly in the areas of product profitability and pricing, and business development initiatives. Ideal candidates will be qualified Accountants with 3 to 4 years post qualification experience within volume manufacturing industry, a sound knowledge of standard costing techniques, and the high level of personal drive needed for this demanding front line management position. A negotiable package is available to attract candidates of the required calibre.

Please reply in writing with full details of age, experience, qualifications and remuneration, quoting reference number 1101 to Paul J Blaka at Crescent Management Selection, 9 Upper King Street, Leicester, LE1 6XF.

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Financial Services Major - Broad Commercial Role
Finance Director

Mid/Late 30s (Ideal) Hampshire c.£60,000 + Bonus + Car

Our Client is a rapidly expanding subsidiary of one of the UK's foremost "quality" financial services groups, and recognised as the innovative market leader within its particular sector.

As a result of the promotion of its present Finance Director to another key role within the overall Group, a highly commercial individual is sought to join the Company's dynamic management team, having the necessary qualities to guide the organisation forward through its next stage of anticipated rapid growth.

As one of three executives reporting to the Managing Director, your responsibilities will be wide ranging and, in addition to the Finance function, through respective managers and a total staffing of around 100, you will also be in charge of IT, Legal, Office Services and Business Process Improvement. Quite apart from ensuring the integrity of business plans, systems and controls, you will play a particularly key role in further developing and delivering IT strategy, a vital ingredient in successfully driving the business forward.

You are likely to be a graduate qualified accountant with previous "commercial" finance experience at the sharp end within a consumer service business, ideally financial services. You will be a team player capable of running your own show within an empowered management environment with the necessary strong leadership, management abilities, communication skills and personal impact. In particular, you will need to be highly IT literate, familiar with developments within the world of applications software/hardware, and able to relate to IT professionals.

In addition to a first-class benefits package, comprehensive relocation assistance is available if appropriate. Our Client is an equal opportunities employer and is happy to consider applications from registered disabled persons.

You should write enclosing a resume together with current remuneration details and daytime/evening telephone contact numbers, quoting Reference 411/A on both envelope and letter, to the address below:

Chrysosapphes Flammiger Associates, Bechtel House, 245 Hammersmith Road, London W6 8DP.

Financial Director

M11 CORRIDOR

£40,000 + CAR + BONUS + OTHER BENEFITS

THE COMPANY

- Profitable manufacturer of high quality branded products.
- Turnover in excess of £20m.
- Part of major international plc with strong reputation for financial controls.

THE ROLE

- To assist the MD in improving profitability and controlling capital employed, with board involvement in commercial strategy.
- Responsible for accounting and MIS functions.

THE PERSON

- Qualified accountant, aged over 32 with manufacturing experience and comfortable with sophisticated management information and reporting systems.
- Proven hands on style, team manager and team player.
- Good interpersonal skills, commitment and commercial acumen.
- Excellent career prospects within this UK based group.

Please write enclosing full curriculum vitae quoting ref: 160 to: Nigel Hopkins FCA, London House, 53-54 Haymarket, London SW1Y 4RP. Tel: 071 839 4572 Fax: 071 925 2336

NIGEL HOPKINS
 FINANCIAL & TREASURY SELECTION

FINANCE DIRECTOR

The Outward Bound Trust has been a registered charity since 1946 and has a proud 50 year record of providing the very highest quality and range of outdoor personal development courses in the UK. Thousands of people of all ages and backgrounds benefit from an Outward Bound experience each year.

Annual expenditure of £4m must be met primarily from course fees, which in turn demands effective marketing and the astute use of resources.

Reporting to the Trust Director and based at the Rugby administrative office, you will not only head up the finance function but you will also have responsibility for IT, commercial administration, and premises management of the 4 national centres located in NW Scotland, the Lake District and mid-Wales.

A qualified accountant, you will be an experienced financial manager and administrator who consistently delivers practical solutions to business problems. You will also be a strong contributor who feels comfortable in a high profile role. Excellent interpersonal skills and a good attitude to positive change are more important than age or sector background.

Please write, in confidence, with full CV and salary details to Graham Campbell, MSL International Limited, 32 Aybrook Street, London W1M 3JL. Please quote reference no. 34207.

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Project Accountant

Major Media Group

City

Highly negotiable + benefits

Our client is a prominent, progressive UK plc which occupies a dominant position in publishing and other media. Recognising the importance of management information in enabling it to drive forward its operations with maximum efficiency, the Group is introducing key performance measures throughout the business. Attention has recently focused on the production department, where current changes include the introduction of new costing systems and strengthening of local financial support.

The magnitude of the project has created the need for an 'internal consultant' who will act as a focal point and provide the link between senior production personnel, the finance department and external consultants. The ability to facilitate fruitful collaboration between these parties will be a critical success factor. Upon completion of the production project, your skills will be deployed in other functional areas of the business requiring the introduction of performance measures.

You must be a 'Big Six' trained graduate ACA, aged late 20's - early 30's, who has subsequently spent at least 2 years in the consultancy division of a major firm. Media knowledge and familiarity with production costing systems, though useful, are less important than experience of developing performance measures, a thorough understanding of IT systems and project management skills. Success in this pressurised, highly visible role will undoubtedly lead to other opportunities within the Group.

Please write, in confidence, enclosing full career and salary details, to Tim Knight, quoting reference TCK/1011.

KPMG Selection & Search
 1-2 Dorset Rise, Blackfriars, London EC4Y 8AE

Al-Futtaim

Al-Futtaim Motors, a subsidiary of a major International Trading Group, is the sole distributor for Toyota and Hino in the United Arab Emirates. It successfully exploits a comprehensive and state-of-the-art retailing network of sales, service workshops and parts distribution centres, as well as a major Tyres, Batteries and Accessories operation.

General Manager - Finance, Dubai

The General Manager - Finance reports to the Managing Director and ensures the structuring and maintenance of the Company's complete financial reporting system and provides relevant and timely financial information to the Board. The selected candidate will have experience in Treasury/Forex operations and development of computerised systems, and play a pro-active and strategic role as a member Secretary of the Board.

Candidates should hold an appropriate professional qualification (ACA, MBA), with in-depth experience in computerised management accounting. Ideally in a trading organisation. A natural disposition towards team working and strategic thinking, a strong intellect and commercial focus are essential. Progress into a generalist career is possible.

The package includes tax-free salary, bonus, end-of-service gratuity, free furnished villa, company car and first class annual leave passage.

Dubai is a very cosmopolitan city in the Gulf and offers a wide range of leisure and sporting activities with the opportunity for a married partner to take up employment.

If you believe this exciting opportunity matches your career aspirations, please call 0971-4-2034096 or fax your detailed CV to 0971-4-212933, to:

Onno Boers, Group Director - Personnel and Administration, Al-Futtaim Group, P.O.Box 152, Dubai, United Arab Emirates.

GROUP FINANCE DIRECTOR

North West c£100,000 package

This is a main board position within a long established and well known privately owned group with a turnover in the region of £60m. Despite difficult trading conditions through the recession, they have maintained their position as a key player in their sector and are well placed to take advantage of the economic upturn and increasing business confidence.

The group now seeks to put in place a strategy of focusing on core businesses to ensure their future profitability and growth. This period of change offers a unique challenge and career opening to a Finance Director with a hard-nosed attitude to business and cost control.

Reporting to and working closely with the Group Chief Executive you will determine strategies, review options, model business plans and seek innovative solutions to complex operational issues. Considerable emphasis is also placed on managing and developing successful working

relationships with financial institutions, key customers and suppliers.

Relevant candidates will be qualified accountants ideally with experience in the construction, civil engineering or contracting industry. Your track record must demonstrate success and achievement in your career to date with at least five years experience of operating at board level within a commercial entrepreneurial environment. Your personal qualities must include first class communication skills, a high degree of commercial awareness, ability to build relationships and professional confidence/credibility both within the group and with external sources.

The remuneration/benefits package reflects the importance of the appointment and will not prove a bar in the final selection process. The package includes basic salary, performance related bonus, company car and pension scheme.

STARK BROOKS
 ASSOCIATES

Please reply providing a detailed curriculum vitae, including current salary details and daytime telephone number to Mary Byrne at Stark Brooks Associates, Suite 4, 2nd Floor, St James's Buildings, Oxford Street, Manchester M1 6PQ, no later than Monday, 21st November 1994.

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FINANCE MANAGER

Leading US Healthcare Corporation
 c.£35,000 + car

Our client is a leading American healthcare and pharmaceutical corporation with a worldwide \$multi billion turnover. One of its UK subsidiaries is a \$30m turnover sales, marketing distribution operation specialising in the field of implantable orthopaedics. This UK subsidiary has a long established presence in its market and is very highly regarded for its qualitative products and service levels.

Following a recent restructuring of the finance function the General Manager is seeking to appoint a Finance Manager with a strong emphasis on a commercial contribution to the business. Reporting to the General Manager, the role is very much focused on commercial analysis, interpretation, guidance and action with a wider ranging brief aimed at profit improvement and effective business growth.

The successful candidate will be a graduate qualified accountant aged 27-33 with experience in a demanding, fast-moving environment. The ability to persuade and influence will be key factors in your success.

To apply please write with a full CV, quoting ref. no. 2089/F to: Wayne Thomas, Wheale, Thomas & Hodgins Plc, Executive Resourcing, 13 Berkeley Square, Clifton, Bristol BS8 1PG.

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Financial Director Designate

South Coast Package to c.£40,000 + car

Our client is an established, privately owned, automotive component manufacturer. Its impressive customer base includes a large number of blue chip clients and the company exports its products throughout Europe and the Middle East. Founded over 100 years ago, the company has a well deserved reputation for innovation, quality and customer service. With current sales volumes standing at £6m p.a. and an enviable profit return, the organisation is well placed to achieve its strategic objective of turnover in excess of £10m p.a. by the end of 1996.

The company now seeks a graduate calibre, qualified accountant to take responsibility for the finance and administration function. Key responsibilities will include compilation of financial and statutory information; definition of existing financial systems and controls; development of management information systems to reflect the future needs of the business; provision of detailed management reports to include analyses of key performance indicators; and continuing enhancement of computer systems in order to provide a sound platform for future development. Additionally the postholder will be responsible for appropriate company secretarial duties.

Interested candidates should send a comprehensive CV, highlighting relevant experience and including remuneration details to Karan Paige at KPMG Management Consulting, Richmond Park House, 15 Pembroke Road, Clifton, Bristol BS8 3BG. Telephone (0272) 464042.

KPMG Selection & Search

APPOINTMENTS ADVERTISING appears in the UK edition every Wednesday & Thursday and in the International edition every Friday. For further information please call: Andrew Skarzynski on +44 71 873 4054, Philip Wrigley on +44 71 873 3351, Joanne Gerrard on 071 873 4153

مكنا من النهر

INTERNATIONAL COMPANIES AND FINANCE

Lufthansa keeps up improvement with 51% rise

By Andrew Fisher in Frankfurt

Lufthansa, the German national airline, continued its much improved financial performance this year, lifting pre-tax profits by 51 per cent in the third quarter to DM220m (\$143.7m). The airline said it expected to break even in the fourth quarter.

For the whole year, it expects to make a profit and pay a dividend for the first time in five years. Shareholders last received a DM4 payment per share in 1989.

The company said that in the first nine months, it made a pre-tax profit of DM325m, compared with a loss of DM76m in the same period of 1993. Group cash flow would total DM2.2bn this year, it added, with total investments at DM1.8bn. It gave no comparative figures.

Revenues from flight operations were 8 per cent higher in the first nine months at DM10.6bn, with total revenues 7.5 per cent higher at nearly DM15bn.

Passenger numbers were

28.4m, a rise of 4.7 per cent, with sales in terms of tonne-kilometres 8.8 per cent higher. Cargo business in the nine months rose by 20 per cent and the overall load factor by 1.8 percentage points to 70.4 per cent.

The airline, which recently signed a partnership deal with Thal Airways International covering both cargo and passengers, had posted its first profit for five years in the first half of this year; pre-tax profits totalled DM105m, against a DM221m loss in the corresponding period of 1993.

Last month, the government yielded control of the airline by not taking up its entitlement in a rights issue.

The shares were sold to investors in Germany and abroad to raise more than DM1bn.

It has also decided to spin off its cargo, maintenance and information technology services into independent profit centres to continue the streamlining begun several years ago.

Bologna banks get go-ahead for merger

By Andrew Hill in Milan

The Bank of Italy yesterday gave the go-ahead to a proposed merger between two Bologna banks - Credito Romagnolo (Rolo) and Cassa di Risparmio in Bologna (Carisbol) - giving them a head-start over Credito Italiano's rival plan to take control of Rolo.

The central bank, which supervises the fragmented Italian banking sector, is still considering Credito Italiano's plan to bid 12,000bn (\$1.27bn) in cash for a 48 per cent stake in Rolo, to add to the 2-3 per cent it already owns.

The Bank of Italy was not expected to reject the planned merger between Rolo and Caer. Carisbol's holding company, earlier this year, it approved a similar plan for an alliance between the two, which was then shelved.

However, Rolo is bound to argue that the decision gives it a defensive advantage over Credito Italiano. The Bologna bank plans a shareholder meeting on December 19 or 20 to vote on the merger, and it is also preparing to attack Credito Italiano's preliminary bid plans on legal grounds.

Meanwhile, Credito Valtellinese, a small northern Italian bank, announced plans to take control of Credito Artigiano, a Milan-based bank in which it has a 20 per cent stake.

Valtellinese said it would pay L146.3bn for a 29.27 per cent stake held by Artigiano's majority shareholder, Fondazione Vismara, and offer to buy up a 1.73 per cent from another shareholder to take control.

Valtellinese has given the second shareholder, Fondazione Lambiase, until the end of the month to respond to the offer, but stressed yesterday that the move was a friendly one. If successful, the alliance would create an expanded network of 100 branches in Milan and the lakes area of northern Italy. Valtellinese, based in Sondrio north of Milan, has held a 20 per cent stake in Artigiano for five years, alongside the two charitable foundations, both of which are linked to the archdiocese of Milan.

However, Carrefour said the share price fall appeared to have been caused by two rumours: that it was to announce an increase in its capital in an effort to buy Caro, a distribution company, and that it had offered bribes to the Communist party.

The group flatly denied the two rumours yesterday and said it would welcome and co-operate fully with an inquiry by the COB.

It said it had no plans to buy Caro, with which it said it had no connection. The company added that it had no detailed knowledge of the background to any bribes, but firmly rejected suggestions any money had been paid to the Communist Party.

Cuts offset sales fall at Pharmacia

By Christopher Brown-Humes in Stockholm

Pharmacia, one of the world's top 20 drugs groups in terms of sales, said yesterday that underlying operating profits rose 18 per cent to SKr4.43bn (\$602.2m) in the first nine months of the year.

Cost cutting enabled the group to improve its performance, against increasing competition and health authority clampdowns which reduced sales of some of its leading drugs.

Year-on-year comparisons were distorted by one-off gains

and the group's acquisition of the Italian pharmaceuticals company Farmitalia Carlo Erba (Fice) in May 1993.

Pro-forma figures show underlying sales up 3 per cent at SKr19.57bn and operating costs down 4.2 per cent at SKr14.94bn. One-off gains of SKr542m helped lift operating profits to SKr4.43bn, up 81 per cent from last year's SKr2.74bn. Income after taxes and minority interests was SKr2.66bn.

In the third quarter, operating profits rose to SKr1.66bn from SKr96m. However, excluding one-off gains of SKr58m,

the figure was just SKr12m higher than a year ago.

Pharmacia, privatised by the Swedish government in June, has mounted a cost-cutting drive since its Fice purchase. The programme aims to trim annual costs by SKr1.2bn by 1996 and lift the operating margin to 20 per cent. In the 12 months to September 30, the margin reached 16.7 per cent, compared with 14.7 per cent for the full 1993 year.

Sales development has been less successful. Sales of Genotropin, the company's growth hormone drug, fell 6 per cent over the nine months, to

SKr1.96bn, due to tougher competition in some markets and cost-containment measures in Spain, Australia and Italy.

Sales of Healon (cataract surgery) were 4 per cent lower at SKr1.18bn after being hit by tougher competition and lower prices in the US and Japan. The anti-blood clotting agent Fragmin has been hit by changed reimbursement rules in Japan. Its sales were 9 per cent lower at SKr392m.

The group's anti-cancer products, Farnarubicin and Adriamycin, showed a favourable development, with sales rising 13 and 7 per cent respectively.

Restructure costs drive Logitech into deficit

By Ian Rodger in Las Vegas

Logitech, the world's largest maker of computer pointing devices (mice and trackballs), has reported a SF\$51.6m (\$25m) loss in the six months to September 30, mainly because of a SF\$24m restructuring charge.

The Swiss group, struggling to bring down costs in response to a price war in the worldwide personal computer industry, is curtailing production in the US and Ireland with the loss of some 500 jobs, a fifth of its total workforce.

Sales were down 16.2 per cent to SF\$192.2m in the first half in spite of a 20 per cent rise in volume. Mr Daniel Borel, chairman, said prices of pointing devices and scanners, the group's other product line, had fallen by between 30 and 40 per cent during the period.

Excluding extraordinary items, the loss reached SF\$7.6m, compared with a profit of SF\$4.7m in the first half of fiscal 1993-94.

Mr Borel acknowledged the figures were "troubling", and admitted the group had not responded quickly enough to the intensifying challenge from low-cost east Asian-based production. It had also excessively diversified.

Production of commodity items would now be concentrated in China, and high-technology products would be made in Taiwan. The group had given up an attempt to break into the market for sound systems for computers.

Mr Borel confirmed rumours that the directors had considered seeking a partner to secure the company's future, but decided to "keep fighting". Operating costs were now better aligned with those of competitors and the balance sheet was strong with SF\$85.5m in shareholders' funds at the end of September.

In the second quarter, the operating loss had been cut to SF\$1m after losses of SF\$4.1m and SF\$4.6m in the two previous quarters.

He said the remainder of the current fiscal year would be "delicate" because of production transfers and redundancies.

Power generation helps surge at Veba

By Michael Lindemann in Bonn

Veba, the German energy-based conglomerate which recently announced a push into telecommunications, hoisted net profits by 49 per cent to DM677m (\$442.5m) in the first nine months of this year, up from DM453m.

It was helped by strong sales at PreussenElektra, which is Germany's second-highest provider of electricity.

The increase was in line with forecasts, and the company said net profits for the full year would be "significantly" higher than last year's DM825m.

Earnings were also bolstered by the sale of coal trading interests at the Raab Karcher unit, which raised DM132m.

Turnover for the nine months rose 6.6 per cent to DM52.4bn, up from DM49.1bn. The sharpest rise, of 23.9 per cent, came at PreussenElektra, which incorporated for the first time the results of five east German regional generators bought at the beginning of this year.

The company said its troubled chemicals division was making an operating profit, but there would be a loss for the whole year because of fur-

ther restructuring costs of DM180m. Sales rose 1.5 per cent to DM7.6bn.

The results do not include Vebacom, the company's newest division, created earlier this year. An international partner for Vebacom is expected to be announced shortly.

Mr Ulrich Hartmann, chief executive, recently announced a planned DM16m investment in telecommunications over the next 10 years. Vebacom has a turnover of around DM240m according to most recent figures.

Veba has a 15 per cent stake in a consortium led by the

French construction group Bouygues, which won the licence to build France's third mobile telephone network. It also recently announced a joint venture with Deutsche Bahn, the German railways, to build a corporate network over the DB infrastructure and linked to its network at Preussen-

Elektra.

Sales in the oil division, representing 21 per cent of group turnover, fell by around 4 per cent.

Trade and services, the largest division with 42 per cent of group turnover, saw sales slip by 0.4 per cent to DM21.8bn.

Prudential to shorten directors' contracts

By William Lewis in London

The Prudential Corporation, the UK's largest investing institution, is poised to follow the trend of other large companies and cut the length of its directors' service contracts.

This move follows mounting criticism from institutional shareholders of large payouts to directors who have resigned while holding long service contracts. It marks a reversal of the Prudential's policy, which previously gave strong support to three-year rolling contracts.

Last June it said: "If we want to recruit and retain the right quality of executive on to our board, we need to offer them a competitive remuneration package and currently a three-

year contract is part of that deal."

This was in response to the launch of a campaign by Postel, the £25bn (\$40bn) pension fund, calling for a reduction in the length of service contracts. Postel votes against the election or re-election of directors with rolling employment contracts longer than two years.

The Prudential's change of policy is likely to remove the possibility of Postel embarrassing it at its annual meeting in May, when Sir Martin Jacob, Postel chairman, is due to become non-executive chairman of the Prudential.

Five executive directors of the Prudential have three-year rolling contracts. Lex, Page 16

Motor premiums set to rise at CU France

By Andrew Jack

The French arm of Commercial Union, one of the UK's biggest composite insurers, is set to raise motor premiums by up to 10 per cent early next year as part of an effort to increase profitability.

Commercial Union France, known as Victoire before it was acquired by the UK insurer earlier this year, also plans to merge its operations in France in an effort to cut costs.

Commercial Union earlier this week reported worldwide pre-tax profits of £305m (\$488m) for the first nine months of the year, or nearly double the amount for the same period last year.

CU France reported total premium income up 16 per cent to FF19.7bn (\$3.7bn) for the first three quarters.

Life income rose 20 per cent to FF13.1bn and non-life 5 per cent to FF6.6bn.

Mr Bernard Pottier, director general of Commercial Union Assurances, one of the main subsidiaries, said he expected motor premiums to rise by between 8 and 10 per cent next April.

The company would also be aiming to improve the selectivity used to assess risk.

Mr Pottier said that - in common with its competitors - the company had suffered from a rise in claims caused by theft and windscreen damage.

Watchdog to probe Carrefour share fall

By Andrew Jack in Paris

The French market watchdog yesterday launched a formal inquiry into Carrefour, one of the country's leading hyper-market chains, in the wake of a sharp drop in the company's share price following rumours on the Paris bourse.

The rumours appeared to be the cause of a drop of up to 8 per cent in the price of the shares yesterday, following a decline the day before of 4.7 per cent.

The Commission des Operations de Bourse confirmed last night it was investigating Carrefour on two grounds: the market in the shares, and two pieces of price-sensitive information it had received two days earlier, it refused to give details of

what the information concerned.

However, Carrefour said the share price fall appeared to have been caused by two rumours: that it was to announce an increase in its capital in an effort to buy Caro, a distribution company, and that it had offered bribes to the Communist party.

The group flatly denied the two rumours yesterday and said it would welcome and co-operate fully with an inquiry by the COB.

It said it had no plans to buy Caro, with which it said it had no connection.

The company added that it had no detailed knowledge of the background to any bribes, but firmly rejected suggestions any money had been paid to the Communist Party.

This announcement appears as a matter of record only.

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مكتبة الأصيل

Hyundai buys NCR chip operations from AT&T

By Louise Kahoe
in San Francisco

Hyundai Electronics America, a US subsidiary of the Hyundai group of South Korea, has agreed to acquire the semiconductor operations of AT&T Global Information Solutions, formerly called NCR, for more than \$300m.

The acquisition is the largest of its kind by a Korean company in the US, Hyundai said. AT&T announced in August that it was seeking a buyer for the NCR chip operations. With sales last year of \$372m, the unit employs about 1,850 people at two semiconductor plants in Colorado as well as a

plant in Wichita, Kansas, that makes circuit boards for personal computers. The division is profitable and its sales have been growing at about 25 per cent per year, AT&T said.

Hyundai Electronics said it would retain the current management of the NCR division, which would operate as an independent, autonomous subsidiary.

With estimated world sales of \$1.05bn in 1993, Hyundai Electronics is the third largest Korean semiconductor manufacturer, after Samsung and Goldstar. Hyundai's semiconductor revenues are expected to more than double this year to about \$2.5bn.

To date, however, Hyundai's semiconductor operations have been heavily concentrated on memory chips, used in all types of computers.

"The acquisition is a strategic move to expand Hyundai Electronics' strong presence in the global semiconductor marketplace from a volume-driven memory business to the high value-added integrated circuit business," said Mr Y.H. Kim, chief executive of Hyundai Electronics America.

The NCR Microelectronics Products division produces specialised microchips, including application-specific integrated circuits.

US oil and gas side of Santa Fe Int'l for sale

By Robin Allen in Dubai and Robert Corzine in London

The state-owned Kuwait Petroleum Corp yesterday said it would sell the US oil and gas exploration and production operations of Santa Fe International Corporation, a wholly-owned subsidiary.

Mr Nader Sultan, KPC deputy chairman, said the US operation was "no longer a strategic priority".

The sale will not affect Santa Fe UK's operations in the British sector of the North Sea.

Nor will it include Santa Fe's extensive international drilling operations.

Santa Fe was one of a series of US and European investments made by KPC during the 1980s under the chairmanship of Sheikh Ali Al-Sabah, the then oil minister. KPC paid \$2.5bn, or \$51 a share, for Santa Fe in 1981.

Santa Fe lost \$2.9bn between 1981-90, according to official Kuwaiti figures.

A Kuwaiti parliamentary watchdog has charged that the acquisition was a "hasty personal idea" rather than part of a well thought-out investment strategy.

Allstate shaken by earthquake

Reducing disaster exposure is a key to earnings, says Richard Waters

Allstate is one of the hot potatoes of the US insurance business.

Last year, it made \$1.5bn of profits after tax - equivalent to a 19 per cent return on capital. That is almost unheard of for the US personal property/casualty insurance industry, where premium rates are controlled by state regulators.

Then came the earthquake centred in Northridge, California. With its 12-13 per cent share of the home insurance market in southern California, Allstate was hit hard by January's earthquake. Like others, the company has revised its estimate of losses upwards several times during the year. The latest figure is \$1.3bn.

All of this makes Allstate, based in Northbrook, Illinois, one of the purest stock market plays in the US personal property/casualty business. State Farm, its rival with some 20 per cent of the US homeowners and auto insurance market (and \$1.5bn of losses from Northridge) is a mutually owned company. Farmers, whose concentration on the west coast landed it with an estimated \$1.3bn of losses from the earthquake, is owned by BAT Industries, the UK-based tobacco and financial services group.

Reducing its exposure to natural disasters such as earth-

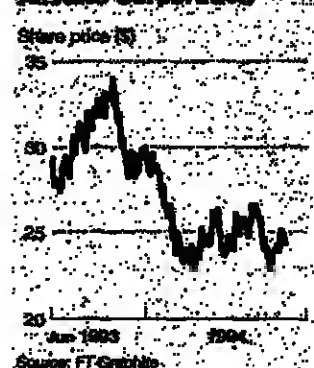
quakes and hurricanes is one of the keys to future earnings. After taking account of reinsurance cover, the company's Northridge losses amount to about 11 per cent of its capital, according to Mr Peter Wade, associate director of Standard & Poor's, the US rating agency.

Subjecting the company's balance sheet to various dis-

coverage for catastrophe losses has also made the task difficult to accomplish.

As long as it is perceived to face higher catastrophe risks than other insurance groups, Allstate is likely to continue to trade on a lower price/earnings multiple (its shares trade on a multiple of about 9 times earnings before catastrophe losses).

Allstate Corporation



Allstate's shares trade on a multiple of around 9 times earnings before catastrophe losses, some two points below the average insurance group, a discount which could reflect the controlling interest of Sears

ter scenarios suggests that about 25 per cent to 30 per cent of its capital could be at risk, he adds. Allstate is now trying to reduce that to below 20 per cent - although regulations in states such as Florida, which limit the ability of insurers to stop renewing homeowners' policies, hinder this process. The scarcity of reinsurance

some two points below the average insurance group. "To some extent, the discount may reflect the controlling interest of Sears," Mr Myron Picoult, an insurance analyst at Oppenheimer, suggested recently. However, he added that the catastrophe exposure was the bigger concern. In the meantime, Allstate

continues to run one of the most effective sales machines in the US insurance business. Sears was in the financial services business long before it became fashionable - it established the company in 1931 to sell auto insurance through its catalogues and stores - and has turned Allstate into a much-admired retailer in its own right. The insurance business still bears the hallmarks of its origins, with auto policies contributing about two thirds of premium income from the property/casualty business. About 15 per cent of the company's total premiums last year came from life insurance.) Unlike its rivals, Allstate operates through a network of agents who sell only Allstate policies. These 15,000 agents, spread across North America, brought in \$20.9bn of premiums last year.

For Allstate, like Prudential, another insurance group with a powerful salesforce, this is both a strength and a potential weakness. Allstate's agents are known for their success in selling additional policies to existing customers. However, a bigger move into the life and annuities businesses would pose questions about the skills of its traditional salesforce. Also, the biggest growth area of the auto insurance market is in direct sales.

Cray unveils new supercomputer

By Louise Kahoe

Cray Computer, the struggling supercomputer developer, has announced a new model which it claims will match the performance of any commercially available supercomputer at a fraction of the price.

The new "Cray 4" supercomputer is priced at about \$6m for a system with performance equivalent to a \$25m supercomputer sold by Cray

Research, the world's leading manufacturer. Cray Computer is a spin-off from Cray Research, formed by Mr Seymour Cray, founder of the original company bearing his name.

Cray Computer has yet to make a single sale and its future is largely dependent upon finding a buyer for the new Cray 4 over the next few months, according to industry analysts. In recent months two

other US supercomputer companies, Thinking Machines and Kendall Square, have ceased manufacturing operations.

Cray said, however, that it has some "strong indications of interest" and believes that it is close to receiving its first order. "We plan to be able to make our first delivery by the end of the first quarter of 1995," said Mr Charles Bruckner, executive vice-president of marketing.

Better margins lift The Gap to record

By Richard Tomkins
in New York

New store openings and better profit margins at existing stores helped The Gap, the US casual-wear retailer, produce a 19 per cent increase in net profits to a record \$93.6m in its third quarter to October.

Mr Donald Fisher, chairman and chief executive, said The Gap was especially pleased with its Banana Republic stores, which had turned in an "impressive" performance for the quarter.

Earnings per share rose to 64 cents from 54 cents.

At the end of the quarter,

The Gap operated 877 Gap stores, 354 GapKids stores, 184 Banana Republic stores and 62 Old Navy or Gap Warehouse stores. The total of 1,477 represented an increase of 92 stores over the year-earlier figure.

The group's sales revenues rose by 10 per cent to \$983.8m, but only because of the new store openings. Sales at stores that had been open for more than a year fell by 2 per cent.

The sales fall at existing stores, however, was offset by a rise in margins stemming from control over costs and a better merchandise mix, which reduced the need for price markdowns to clear goods.

Growth at Four Seasons

By Bernard Simon in Toronto

Four Seasons Hotels, the luxury chain in which Saudi Arabia's Prince Al-Waleed recently bought a minority stake, has benefited from a strong recovery in the international hotel business.

The Toronto-based company's third-quarter earnings climbed to C\$3.2m (\$3.4m) or 12 cents a share, from C\$2.6m, or 9 cents, a year earlier. Revenues rose to C\$406.1m from C\$326.1m. Operating earnings climbed by 59 per cent to C\$14.5m.

The yield at Four Seasons and Regent hotels, defined as

occupancy multiplied by the realised room rate, rose by 17 per cent. Reservations climbed by 20 per cent in the first nine months of this year which, according to Four Seasons, points to further growth ahead.

Next year's performance should also be bolstered by new hotels which opened this year in Mexico City and Singapore, and a resort in Palm Beach. New properties are due to open over the next 12 months in Chiang Mai (Thailand), Jakarta and Istanbul.

Four Seasons expects its debt, now C\$367m, to fall by one-third by end-1995, mainly through asset disposals.

MetroGas float to raise \$130m

By David Pilling
in Buenos Aires

The Argentine government expects to raise \$100m-\$150m through the sale of its remaining 20 per cent stake in MetroGas, the country's largest gas distributor.

The international issue of 98.5m class B shares, being underwritten by Credit Suisse First, Boston and co-led by

Dresdner Bank, Goldman Sachs and Kleinwort Benson, is in the process of bookbuilding and is expected to be priced at between \$1.20 and \$1.50 per share early next week.

Demand for the issue is said to be strong, as existing shareholders are expected to raise their stakes in the British Gas-operated utility. British Gas has a 41 per cent interest in MetroGas.

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INTERNATIONAL COMPANIES AND FINANCE

Japan's chemicals groups slip in first half

By William Dawkins
in Tokyo

Japan's chemical industry continued to suffer from falling prices and weak demand in the first half of this year. However, its leading companies believe cost-cutting will help them lift earnings in the current half, an example of how lower margin manufacturing sectors will continue to be squeezed even as Japan moves into an economic recovery.

That was the message from yesterday's interim reports from three of the leading chemicals groups: Mitsubishi Kasei, Japan's leading general chemicals producer; Mitsubishi Petrochemical, the country's largest petrochemicals group; and

Asahi Chemical, the leading maker of synthetic fibres.

The two Mitsubishi companies, which merged last month to form Mitsubishi Chemical in an attempt to pool costs and achieve economies of scale, both reported losses in the six months to September. Losses rose at the petrochemical company, while the general chemicals group swung into the red from a profit in the first half of last year.

Asahi only managed to raise its recurring profits - before extraordinary items and tax - by selling securities, a common technique used by Japanese companies to tide themselves through hard times.

Mitsubishi Chemical is sticking to its forecast of a combined ¥100bn (\$102bn) recurring profit in the full year to March. That compares with a combined loss of ¥6.18bn last year, composed of a ¥2.21bn profit from Mitsubishi Kasei and a ¥3.97bn recurring loss from Mitsubishi Petrochemical. The merged group forecasts sales of ¥855bn in its first year, 16 per

Interim results to September 1994 (¥bn)

	Sales	Recurring profit	Net profit
Mitsubishi Chemical			
1994	352.8	-4,792	-6,842
1993	345.0	2,273	3,563
Est for year	855.0	10,000	
Asahi Chemical			
1994	448.4	9,648	4,392
1993	458.4	8,771	5,240
Est for year	980.0	24,000	11,000
Nippon Chemical			
1994	14.8	-3,303	2,542
1993	14.8	-0,941	-1,369
Est for year	31.2	-0,070	8,390

* Before extraordinary items and tax

Source: company reports

cent down on its partners' combined ¥1,023bn in 1993. The new group's petrochemical arm is hoping that it will be able to pass on a rise in oil prices to an increase in product prices in the current half.

The bulk chemicals division is counting on a recovery in production, after having to reduce output during Japan's summer water shortage. Both expect to benefit from the cost savings achieved by reducing their combined number of divisions.

Asahi yesterday upgraded its sales forecast for the full year, by ¥20bn to ¥980bn, a 4.6 per cent rise on the 12 months to last March. It made a ¥3.8bn capital gain on securities to achieve its recurring profit of ¥9.65bn in the first half, a 10 per cent increase on the same period last year. But operating profits fell by 5.8 per cent to ¥9.8bn, on sales down by 1.5 per cent. Demand for textiles and synthetic resins was especially weak, said the company.

The smaller Nippon Chemical cut recurring profits to ¥303m from ¥941m a year ago.

Challenge Bank says it will bid for rival

By Nikki Tait
in Sydney

Perth-based Challenge Bank, the Australian regional bank, said yesterday that it intended to make an offer for BankWest, a significantly larger, state-owned bank which the Western Australia government plans to privatise next year.

Challenge said it was confident its bid would be about A\$100m (US\$75.56m) more than the state government would receive from a public float of the company. However, Challenge made no mention of the specific offer it would make.

Challenge, whose desire to acquire BankWest has been widely known, said the combined strength of the two organisations in terms of market position, profitability and funding would maximise the prospect of BankWest remaining permanently domiciled in Western Australia.

"The merged entity can be funded, at the outset and over time, through a planned and systematic programme of accessing the domestic and international debt markets," it said.

Challenge Bank is estimated to have a 9 per cent share of the WA market, with a loan book around A\$22bn. BankWest is larger, with 27.6 per cent of the market and a loan book of more than A\$60bn. BankWest's gross assets are around A\$12.5bn, while Challenge has A\$5bn, according to its 1993-94 balance sheet.

BankWest said: "It [Challenge] has failed to spell out how it would implement a merger. In contrast, a straight float ensures that the full benefits of privatisation would go to the people of WA."

Meanwhile, the state government said it would not be pressured on the privatisation of BankWest.

Inco digs deep to squeeze costs

The nickel producer is celebrating rising prices, writes Bernard Simon

What a difference a year has made at Inco. Twelve months ago, the western world's biggest nickel producer was trimming its sails to cope with what looked like an unrelenting market slump.

Inco produced 15,000 tonnes, or about 8 per cent, less nickel last year than in 1993. As the nickel price dipped to a low of US\$1.80 a lb in September 1993, it cut output by another 18,000 tonnes and pared capital spending to the bone. Some feared the Toronto-based company, which supplies about a third of western nickel output, might buckle under its \$1.1bn debt burden.

The mood was just the opposite at Inco's board meeting in the last week of October. The three-month nickel price had climbed to more than \$3 a lb, hitting a peak of \$3.45 last week. The directors were sufficiently confident of the outlook to approve a clutch of new projects at its Ontario and Manitoba mines.

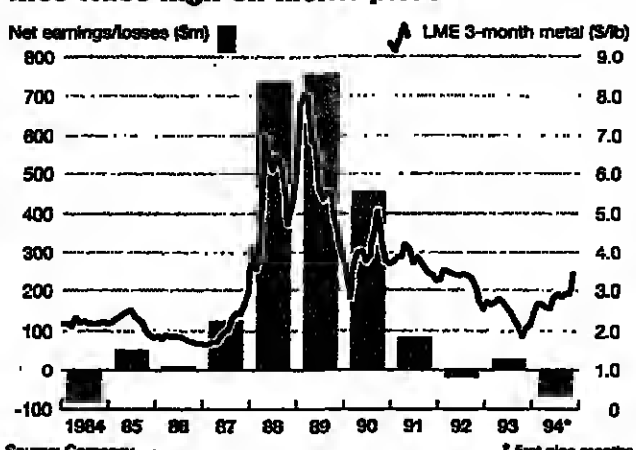
They include the \$158m development of the McCreedy East deposit, near Sudbury, Ontario, which is expected to produce 22.5m lbs of nickel (equivalent to about 6 per cent of 1993 output) and 7.5m lbs of copper a year by 1996.

In addition Inco has just given the go-ahead for a drilling programme at what is believed to be a rich orebody, known as Pipe Deep, in Manitoba. It is also pressing ahead with development of another high-grade orebody, known as Victor, near its existing operations at Sudbury.

Plans have been unveiled to install a \$13.6m ore-handling system as a prelude to deepening the Creighton mine at Sudbury.

"It's our intention to get every pound of nickel possible out of the ground," an Inco official says. Another "good news" announcement, on which the company declines to elaborate at this stage, is scheduled for early next week.

Inco rides high on nickel price



The turnaround has begun to show in Inco's earnings. Primary metal operations have swung from a \$19m loss in the third quarter of 1993 to a \$39m profit this year. In spite of an accident at a Manitoba mine which cut third-quarter output by 3,600 tonnes.

The median forecast of a group of 13 North American analysts suggests that Inco will

recover from a loss of about 40 cents a share this year to earnings of \$1.50 a share in 1995. Those looking further ahead predict earnings will climb to about \$2.25 in 1996.

Mr Peter Marcus, analyst at PaineWebber in New York, is increasingly confident that his "good case" scenario of an average 1995 nickel price of \$5 a lb will be realised.

Much of the renewed optimism rests on an unexpectedly buoyant demand from stainless steel makers, who make up about 60 per cent of western nickel consumption. Inco has raised its forecast of 1994 stainless steel production by 5 per cent to 12.6m tonnes.

As a result, its estimate of nickel demand has climbed by 18,000 tonnes to 711,000 tonnes. Inco predicts a similar rise in western supplies during 1995, reflecting the return of mothballed mines to the market, and new capacity in western Australia and Indonesia. This would bring the market

roughly into balance. Mr Fraser Phillips, analyst at ScotiaMcLeod in Toronto, predicts that while a price correction could occur over the next six months, inventories should start dropping in late 1995 and prices should then improve sharply.

This optimistic view of nickel's prospects hinges on stagnant, or falling, Russian exports. Uncontrolled shipments from Russia and eastern Europe have been one of the most disruptive forces in the nickel market in recent years.

Ms Stephanie Anderson, Inco director of market research, said in a recent paper that Russian deliveries to the west would be "the swing factor that dictates the direction nickel prices take in the future".

Supplies from former communist countries are expected to be about 126,000 tonnes this year, or 18 per cent of world-wide nickel supplies. According to Ms Anderson, Norilsk, the main Russian producer, cannot sustain its output without investment and regular maintenance to mine and plant equipment. "Based on a lack of capital spending alone, not to mention the social and political problems production at Norilsk could well fall," she said.

But she also acknowledged that "it is almost impossible to quantify what is really happening to [the Russian] industry".

No matter what happens, Inco hopes to benefit from its drive over the past three years to cut costs, especially at its Canadian operations. According to Mr Marcus, break-even costs may be down to \$2.25 a lb within the next few years. Unit costs in the early 1990s were around \$2.45 a lb.

The nickel market has become increasingly volatile as banks and investment funds have emerged as important forces. The daily open interest on the London Metal Exchange - that is, the number of contracts which have not been closed off by metal deliveries - has soared from 48,000 tonnes in 1990 to around 340,000 tonnes. Trading volumes have surged fivefold to 70,000 tonnes a day.

Mr Marcus at PaineWebber estimates Inco's earnings a share rise or fall by \$2 for each \$1 movement in nickel prices.

For the time being, volatile markets are working to the advantage of producers. But Inco's ability to weather future downturns is likely to hang on its success in maintaining the costs squeeze, even as it celebrates rising metal prices.

NEWS DIGEST

Rhône-Poulenc and Akzo Nobel call off talks

Akzo Nobel, the Dutch chemicals group, and Rhône-Poulenc, the world's third-largest soda ash producer, were to have held 87 per cent of the joint venture, with Akzo Nobel owning the rest.

As part of plans unveiled in late May, Rhône-Poulenc, the world's third-largest soda ash producer, was to have held 87 per cent of the joint venture, with Akzo Nobel owning the rest.

In later negotiations, both sides wanted a larger stake, and the gap between the two could not be bridged. However, Akzo Nobel and Rhône-Poulenc held out the possibility yesterday that talks might be resumed later because the industrial logic behind the partnership in soda ash remained intact.

The planned joint venture, originally scheduled to get under way in January, was to have had annual turnover equivalent to £1,300m (\$1,750m) and a workforce of more than 600.

Rhône-Poulenc was planning to contribute its plant in Nancy, France, while Akzo Nobel was prepared to transfer ownership of its production site in Delfzijl, in the Netherlands.

Anti-cholesterol drug sales lift Sankyo

Sankyo, a leading Japanese pharmaceuticals company, posted a firm rise in earnings due to strong sales of its anti-cholesterol drug Mevalotin, writes Emiko Terazono in Tokyo.

The company posted an 8.4 per cent rise in recurring profits - before extraordinary items and tax - to ¥35m (\$43m) in spite of a 2 per cent decline in sales to ¥202.2bn.

The fall in sales was brought about by cuts in official drug prices by the ministry of health and welfare, and the transfer of sales rights of Zediten, an asthma drug, to the Japanese arm of Sanofi, the Swiss pharmaceutical group.

The company posted a 5.6 per cent rise in operating profits to ¥42.5bn and an 11.2 per cent increase in after-tax profits to ¥19.2bn. Sales of its drug division fell 1.9 per cent to ¥190.7bn although Mevalotin and Loxamine, an analgesic drug developed by Sankyo, saw sales increases. Revenue from agro-chemicals sales fell 0.6 per cent to ¥12bn.

For the full year to March, the company expects current profits to rise 3.4 per cent to ¥38bn while sales are expected to remain flat at ¥395bn.

First-quarter surge for Wesfarmers

Wesfarmers, the Australian fertiliser, chemicals and coal group, yesterday said it was budgeting for an improved profit after tax and before abnormal items for the year to June 30 1995, after posting a 70.9 per cent rise in first-quarter net profit, Reuter reports from Perth.

The company reported a net profit of A\$1,40m (US\$33.72m) for the three months to September 30, compared with A\$18.38m in the 1993-94 first quarter. Results were boosted by abnormal profits of A\$12.92m on the sale of investments. Sales rose to A\$430.15m in the quarter, from A\$443.37m a year earlier.

Wesfarmers reported a net profit after tax and before abnormal items of A\$127.62m for the 1993-94 year.

Highlands Gold shares worth A\$38m sold

Stockbroker County NatWest said it had completed transactions totalling 28m shares, or 5 per cent, in Papua New Guinea gold miner Highlands Gold at A\$1.38 a share, Reuter reports from Sydney. The broker would not, however, disclose the buyer or the seller

of the Highlands shares, which were worth A\$38.64m (US\$99.2m).

MIM Holdings, the Queensland-based metals group which owns 65 per cent of Highlands, said it was not behind the transaction. MIM has sold most of its equity investments over the past 12 months as part of a strategy of putting all assets under review.

Highlands shares closed 3 cents lower at A\$1.45, on a turnover of 28,03m, on the Australian Stock Exchange.

SIA moves ticket data unit to China

Singapore Airlines (SIA) is to move part of its accounting operation to China to cut costs and circumvent labour shortages in Singapore. SIA said the state-owned accounting centre of China aviation would process SIA ticket data, writes Kieran Cooke in Kuala Lumpur.

Given the shortage of labour in Singapore, this will lessen the problem of recruitment and also result in cost savings for SIA, the airline said. SIA is in the process of moving other back room operations to India and other low-cost centres. It has also taken a stake in an aircraft maintenance facility being built in China.

SIA is concerned that growing labour and associated costs at home plus the continuing strength of the Singapore dollar are threatening the airline's competitiveness. Last month SIA reported a 20 per cent rise in group operating profits of S\$478m (\$322m) for the half year to September.

Cascades back in profit at nine months

Cascades, the Canadian-based international packaging group, returned to profitability at the nine-month stage with strengthening markets and completion of a restructuring of its Cascades Paperboard business in North America and Europe, writes Robert Gibbins in Montreal. Net profit was C\$15m (US\$11.05m), or 17 cents a share, against a

net loss of C\$4.3m, or 17 cents, a year earlier on sales of C\$1.2bn, down slightly because of the sale of Paperboard assets and shutdown of the Duffell mill in Belgium.

Third-quarter profit was C\$7.3m, or 10 cents, against a loss of C\$3.2m, or 9 cents, on sales of C\$422m against C\$400m.

Cascades has delayed making a provision for a C\$26.8m fine levied against its French subsidiary after a European Commission probe of alleged cardboard industry price-fixing. Cascades has appealed and said it believed the fine would be reduced.

EDS buys New Zealand state computer group

EDS, the US computer services subsidiary of General Motors, has paid NZ\$47m (US\$29.26m), 22 per cent over book value, for GCS, the New Zealand state-owned computer group which handles record keeping for police, health, revenue and other government departments, writes Terry Hall in Wellington.

This is the second large purchase by EDS in New Zealand in less than six months. The company, founded by one-time US presidential candidate Mr Ross Perot, paid an estimated NZ\$100m in May for Databank, a company that handles cheque clearing and related transactions for the country's banks.

GCS, previously known as Government Computer Services, was set up in the late 1960s and was the biggest locally owned computer company. GCS made a tax-paid profit of NZ\$1.5m in the six months to September 30. It has earned NZ\$52m in profits over the past five years.

Indonesian plans HK newspaper stake

By Simon Holberton
in Hong Kong

Indonesian tycoon Mr Oei Hong-leong has emerged as an investor in Ming Pao, the prestige Hong Kong daily newspaper whose chairman was forced to resign last month amid revelations concerning a past criminal conviction.

Mr Oei's China Strategic Holdings will buy a 10 per cent stake in Ming Pao from CIM, the newspaper's controlling shareholder, in a deal valued at about HK\$200m (US\$25.97m).

Mr Yu Pui-hoi, Ming Pao for-

mer chairman and chairman of CIM, said CIM had no interest in disposing of its controlling interest in Ming Pao. A 10 per cent stake would be disposed of in two tranches of 18m shares each over the coming three months and would leave CIM still owning 50 per cent of the company.

Since Mr Yu's resignation last month, in response to the censure by the Hong Kong Stock Exchange over his failure to declare a 1979 criminal conviction, the Hong Kong market has been awash with rumour and speculation about

CIM's continued ownership of Ming Pao.

Mr Robert Kuok, the Malaysian financier, and Mr Jimmy Lai, the publisher of Next magazine, were rumoured to have been interested in acquiring an interest in Ming Pao. In the end it was Mr Oei - whose family controls Sinar Mas, Indonesia's second largest business empire - who emerged in the lead.

In addition to his private interest in Indonesia, Mr Oei is a big investor in property in Singapore, where he has made his home. In Hong Kong, he is

chairman of China Strategic which is his family's vehicle for investment in China.

The company has many joint ventures in China but most of its profits come from three areas of activity: it is China's biggest tyre manufacturer, it produces about 10 per cent of the country's output of paper, and it owns five breweries.

A year ago Mr Oei joined a consortium of Asian businessmen who paid US\$10m for a 70 per cent interest in Myanmar International Airways - the flag carrier of Myanmar (formerly Burma).

Bank completes HK\$2.5bn issue

Standard Chartered Bank, the operating bank of UK multinational banking group Standard Chartered, said yesterday that it had completed a HK\$2.5bn (US\$325m) issue of floating rate certificates of deposit aimed at lowering the cost of funding its assets in Asia, writes Simon Holberton.

The bank said it had nearly doubled the issue in response to market demand.

The FRCDs will pay an annual rate of interest equivalent to 35 basis points above the three-month Hong Kong interbank offered rate.

THE JAPANESE WARRANT FUND

Société d'Investissement
45, rue des Schifas, L-2529 HORNVALD
Grand Duché de Luxembourg
R.C. Luxembourg No. 831 629

As the first Extraordinary General Meeting held on 27 October 1994 did not have the required quorum of one half of the shares outstanding, the Shareholders are hereby convened to the

SECOND EXTRAORDINARY GENERAL MEETING

to be held at the European Bank & Business Centre, 6, route de Trèves, L-2633 SENELENGEN, Grand Duché de Luxembourg on 21 December 1994 at 10 am, with the following agenda:

1. Reviewing of the capital of the Corporation and consequent amendments of the Articles 3, 7 and 23 of the Articles of Association;
2. Authorisation to the Board of Directors to set-off all realised and unrealised capital losses recorded in the accounts as at 30 September 1993 against the paid-in surplus in accordance with the provision of Article 21 of the Articles of Association;
3. Note of the amendment of Article 4 of the Articles of Association consequential to the change of the registered office from 45, rue des Schifas, L-2529 Hornvald, Grand Duché de Luxembourg to European Bank & Business Centre, 6, route de Trèves, L-2633 Senelengen, Grand Duché de Luxembourg.

The Shareholders are advised that no quorum is required for the holding of this Extraordinary General Meeting. Resolutions will be passed by an affirmative vote of two-thirds of the shares present or represented at such Meeting.

The text of the amended Article of Association showing the proposed changes may be obtained on request and without any charge from The Japanese Warrant Fund, c/o Fleming Fund Management (Luxembourg) S.A., L-2688 Luxembourg.

In order to be entitled to attend the meeting, holders of bearer shares must deposit their bearer share certificates five working days prior to the meeting with any of the following institutions:

- Kredietbank S.A., Luxembourg
- Banque et Caisse d'Epargne de l'Etat as Bearer Depository

Shareholders who cannot personally attend the meeting are requested to use the prescribed form of proxy and return it at least 5 working days prior to the date of the Extraordinary General Meeting to the Corporation, c/o Fleming Fund Management (Luxembourg) S.A., L-2688 Luxembourg.

By Order of The Board of Directors
Claire Collins
Secretary

LEGAL NOTICE

No. 68362 of 1994

IN THE HIGH COURT OF JUSTICE
CHANCERY DIVISION

IN THE MATTER OF
REALLY USEFUL HOLDINGS LIMITED

AND

IN THE MATTER OF
THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice (Chancery Division) dated 2 November 1994 confirming the validity of the share capital of the above-named Company from £14,000,000 to £1,000,000 and the Minutes approved by the Court standing with respect to the capital of the company as altered the several particulars required by the above mentioned Act were registered by the Registrar of Companies on 4th November 1994.

DATED the 10th day of November 1994

Nathan Nathan
30 Stratton Street
London
W1X 3PL
Tel: 071 493 9933
Ref: LACT001103
Solicitors for the Petitioning Company

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Please contact
Tina McGorman
on +44 71 873 4842
Fax: +44 71 873 3064

FLEMING FLAGSHIP PORTFOLIO FUND

Société d'Investissement
45, rue des Schifas
L-2529 HORNVALD
Grand Duché de Luxembourg
R.C. Luxembourg No. 831 629

As the first Extraordinary General Meeting held on 27 October 1994 did not have the required quorum of one half of the shares outstanding, the Shareholders are hereby convened to the

SECOND EXTRAORDINARY GENERAL MEETING

to be held at the European Bank & Business Centre, 6, route de Trèves, L-2633 SENELENGEN, Grand Duché de Luxembourg on 21 December 1994 at 10.15 am, with the following agenda:

Amendment of Article 4 of the Articles of Association consequential to the change of the registered office from 45, rue des Schifas, L-2529 Hornvald, Grand Duché de Luxembourg to European Bank & Business Centre, 6, route de Trèves, L-2633 Senelengen, Grand Duché de Luxembourg.

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By Order of The Board of Directors
Henry C. Kelly
Secretary

CITY INDEX

The Market Leaders in spread betting, Financial and Sports, with a brochure and an account application form call 071 283 3467. Accounts are normally opened within 72 hours. See our up-to-date prices 24 hr. to 24 hr. on Telex page 605

مكتبة النجف

Russian chocolate maker raises \$30m

Mr Oliver said Krasny's smaller and well-defined business was much easier to value than the large energy- and oil-related concerns interesting western investors.

However, a "no" could put heavy pressure on Sweden's currency and bonds.

Traders said Sweden's yield spread over bunds could return to this year's high of around 500 basis points, from 376 at present.

Speed bp	Book runner
+8 (5%*-88)	Lehman Bros. Intl.
-20 (8%*-88)	Paribas Capital Mkts.
-412 (7%*-88)	SBC
	Lehman Stanley Intl.

385(74%-87)	Morgan Stanley Intl. Citibank Intl.
25 (10%-88)	HSBC Markets BZW
10 (74%-88)	ScotiaMcLeod

+16 (c)	ABN Amro
-	BZW
-	SBC Zurich
-	Credit Suisse

A\$100m bond through BZW.
Syndicates are expecting the first convertible bond to

first convertible bond to emerge from Brazil this month. It is expected to be a \$100m issue with a 10-year maturity from a highly-rated company.

[illegible][illegible][illegible][illegible]

CONVERTIBLE BONDS: Denominated in dollars unless otherwise indicated. Cnv. price/minimum amount of bonds received relative price of acquiring shares via the bond over the most recent price of the shares.

The FT-Actuaries Fixed

changes in the structure of the market have reduced the number of liquid stocks with an adequate range of maturity dates. The committee feels as a result that the integrity of the

coupon yield = -- High coupon yield --

	Nov 10	Nov 8	Yr. ago	Nov 10	Nov 8	Yr. ago	Nov 10	Nov 8	Yr. ago
a	8.54	8.57	0.11	0.80	0.81	7.07	8.75	8.77	7.15
b	8.51	8.51	0.38	0.83	0.84	7.19	8.87	8.88	7.24
c	3.47	8.49	3.40	0.63	0.64	7.39	8.78	8.79	7.40
d	8.53	8.57	7.28						
<hr/>									
----- Inflation 5% -----				----- Inflation 10% -----					
	Nov 10	Nov 8	Yr. ago		Nov 10	Nov 8	Yr. ago		
to 5 yrs	4.08	4.08	2.39		2.98	2.86	1.60		
5 yrs	3.87	3.87	3.19		3.88	3.68	3.02		
<hr/>									
----- 5 year yield -----			----- 15 year yield -----			----- 25 year yield -----			
	Nov 10	Nov 8	Yr. ago		Nov 10	Nov 8	Yr. ago		
	8.83	9.56	7.33		8.60	8.15	9.55		8.28
<hr/>									
Yr. High: 11% and over. 1 Flst yield, Yld Yrs to date.									
<hr/>									
GILT EDGED ACTIVITY INDICES									
	Nov 8	Nov 8	Nov 7	Nov 4	Nov 3				
Nov 8	8.54	8.57	8.51	8.53	8.57				
Nov 8	8.51	8.51	8.51	8.51	8.51				
Nov 7	3.47	8.49	8.49	8.49	8.49				
Nov 7	8.53	8.57	8.57	8.57	8.57				

Bid		Offer		Chg.		Yield	
100	101	101 1/4	101 1/4	0.74	100	101 1/4	9.45
100	99 3/4	99 3/4	7.78	AT&T Inc 11 1/2 97 C	100	100 1/2	9.15
100	20 1/2	21 1/4	7.00	British Land 6 1/2 25 C	100	97 1/4	85 1/4
100	89 1/2	89 1/2	7.87	Denmark 6 1/2 95 C	100	93 1/4	10.79
100	100	100	7.87	ESB 10 97 C	637	103 1/4	103 1/4
100	110 1/4	112 1/4	8.75	Heidelberg 10 97 C	100	100 1/2	10.44
100	99 1/2	100	8.47	Hercules 10 97 C	500	103 1/4	10.31
100	99 1/2	100	8.06	HSCB Holdings 11 89 02 C	150	100 1/4	10.49
100	99 1/2	99 1/2	8.26	Imperial 14 1/2 97 C	100	100 1/2	9.82
100	99 1/4	99 1/4	8.08	Japan Gov 9 1/2 70 C	200	91 1/4	9.74
100	96 1/4	98	8.28	Land Rover 9 1/2 97 C	200	97 1/4	99 1/4
100	102 1/2	108	8.60	Orsted 11 1/2 01 C	100	107 1/4	105 1/4
100	108	108	8.23	Powertech 9 1/2 97 C	250	96 1/4	99 1/4
100	102 1/4	107 1/4	8.52	Soviet Treas 11 1/2 98 C	100	108 1/4	126 1/4
100	102 1/4	102 1/4	8.51	Tokyo Elec Power 11 01 C	150	107 1/4	9.22

[illegible][illegible]

per share expressed in currency of share at conversion rate fixed at issue. PPM-Percentage premium of the warrant. Date supplied by International Securities Market Association.

COMPANY NEWS: UK

Attwoods ready to put itself up for sale

By Peggy Hollinger

Attwoods, the UK waste services group, is today expected to promise shareholders it will put itself up for sale if investors reject the hostile £264m cash bid from Browning-Ferris Industries of the US.

The company is likely to present shareholders with a series of alternatives to the BFI bid, which it believes will give investors more value than the hostile 100p offer. The options are thought to range from asset disposals to a promise to put Attwoods on the block if the bid fails.

"We have got to put forward concrete proposals," said a company adviser. "Investors have to believe we will deliver that value."

Today is the last day under the UK takeover code that Attwoods can publish any new financial information. Yesterday, the company geared up

for its final defence with a widely expected document showing an improvement in the first quarter.

Operating profits rose by 8 per cent to \$16.4m, on sales 10 per cent higher at \$151.3m for the three months to October 31. In sterling terms, operating profits were 2 per cent higher at \$9.8m, on sales 5 per cent ahead to \$96.7m. "The profit estimate supports our recent comments on the outlook for 1995 as a whole," Attwoods said.

Attwoods also published an independent valuation of its UK property assets, which it said "demonstrated the inadequacy of BFI's offer". Chartered surveyors Grimley JR Eves revalued the UK assets upwards by \$33m to £130.6m.

"BFI's bid takes no account of the underlying value of the UK assets," Attwoods said. On both earnings and sales multiples, BFI's offer undervalued

Attwoods, the company said. BFI attacked the profits figures as "dismal". "The operating profit increase is less than we were anticipating," said Mr Philip Angell of BFI. "We had expected something closer to double digit growth."

Furthermore, operating margins had fallen and Attwoods had underperformed in the first quarter compared with other waste companies which showed on average 54 per cent growth. "Attwoods shareholders should not take any comfort from these numbers," said Mr Angell.

The bidder said it would send shareholders a more detailed response following Attwoods' final document tomorrow. BFI has until November 18 to increase its offer.

Attwoods is being advised by Robert Fleming, SG Warburg, and Smith Barney. CS First Boston are BFI's advisers.

BSkyB to publish pathfinder on Monday

By Raymond Snoddy

British Sky Broadcasting, the satellite television venture is pushing ahead with a December flotation in London and New York, expected to value the company at between £4bn and £4.5bn.

The offer of some 20 per cent of the enlarged share capital will be launched with a pathfinder prospectus on Monday.

The value of the offer is in the middle of expectations. Some estimates put a potential valuation of more than £5bn on the company, formed out of a merger between Sky Television and British Satellite Broadcasting.

The closing of the offer is expected in the week beginning December 5, which means the float will come about a week after shares of TeleWest, the UK's largest cable operator, start to trade in both London and on the Nasdaq market in New York.

The main shareholders in BSkyB are Mr Rupert Murdoch's News Corporation, Pearson, the media group that owns the Financial Times, Granada, the television and leisure group, and Chargeurs, the French industrial company.

In addition to the institutional offer, 12 firms were named yesterday as providing share shops for the retail offer of shares.

As BSkyB moves towards flotation, designed mainly to reduce debt, the satellite company is believed to be signing up new subscribers through both cable networks and direct to the home at the rate of about 60,000 a month.

BSkyB is also thought to be on the verge of signing a deal with SES of Luxembourg. SES operates the Astra satellite system for five more 24-hour channels, which will be used to provide further services. One part of the extra capacity will enable experimentation with pay-per-view services, particularly for recent films.

The London listing is being co-sponsored by Goldman Sachs and Lazard Brothers.

Higher than average dividend increase of 16% surprises City

By Peggy Hollinger

Northumbrian Water Group yesterday took the lead in the industry's dividend bonanza with a record 16 per cent increase from 8.1p to 9.4p for the six months to September 30 - its first pay-out since the price review.

Northumbrian, smallest of the privatised water and sewerage companies, also indicated that real dividend growth would be higher than expected over the next five years as it sought to wind down exceptionally high dividend cover.

The announcement follows better than expected pay-outs from Thames and Anglian, which increased dividends by 11 and 10 per cent.

Mr David Cranston, chief executive, said Northumbrian intended to bring its cover down from about 4 times to 2.5 by the end of the decade. This would happen within a pricing regime which was "tough, but achievable", he said.

He sought to fend off potential criticism by saying the increase represented an average of about 15p per customer, or 340,000 in total. This compared with the 51m which Northumbrian expected to contribute this year to a new regional fund it had set up to encourage economic regeneration in the area.

Analysts, however, described the action as maverick. The company had been expected to offer a higher than average increase, but 16 per cent was unprecedented, said one.

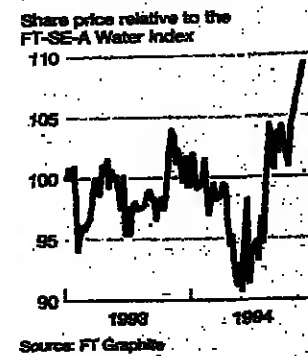
Pre-tax profits for the first half more than doubled from £22.6m to £46.1m on sales 5.4 per cent ahead at £155.7m (£144.7m). Earnings rose from 30.3p to 59.1p.

The sharp profits increase was largely due to the absence of £8.8m in exceptional charges for the closure of a pipe maintenance business and a £2.2m loss on discontinued operations. At the operating level profits rose by 43 per cent from £41m to £59.6m, including £1.5m from acquisitions.

In the regulated water and sewerage business, operating margins rose from 38 to 47 per cent. This was largely due to a 4 per cent reduction in operating costs.

The non-regulated environmental services business increased losses to £1.5m (£900,000). However, Northumbrian expected the business to return to profit in the second half.

Northumbrian Water



In the regulated water and sewerage business, operating margins rose from 38 to 47 per cent. This was largely due to a 4 per cent reduction in operating costs.

The non-regulated environmental services business increased losses to £1.5m (£900,000). However, Northumbrian expected the business to return to profit in the second half.

COMMENT

Labour's call for a higher tax rate for utilities put a damper on water shares yesterday. Yet Northumbrian's bold move should reinforce the view that other water companies are likely to rethink dividend policies. The most obvious candidates for higher increases are Southern, Severn Trent and Welsh, although none of them is likely to come near Northumbrian's figure. Meanwhile, the company's financial prospects are encouraging. It should beat efficiency targets, which have been set by the regulator, and is also expected to increase the final dividend by 16 per cent. However, a higher tax charge might mean a more modest increase next year. Forecasts are for about 83m this year, before exceptional. With the shares rising 16p to 715p, the prospective yield of 9 and its dividend prospects make Northumbrian stand out, although the water sector labours under substantial political risk.

ScottishPower signs joint National Grid deal

By Michael Smith

ScottishPower said yesterday that together with Scottish Hydro-Electric it had signed an agreement with the National Grid to increase the capacity of the England-Scotland interconnector by more than a third.

Mr Ian Preston, chief executive, said the interconnector increase from 1,600MW to 2,200MW would mean that the company could export "well over 30 per cent" of the electricity it produced from 1997, when the improved facility is operating fully.

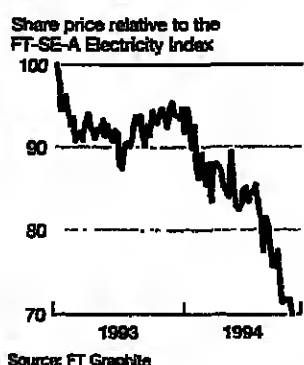
The announcement accompanied a 6 per cent rise in interim pre-tax profits to £122.5m.

The interim dividend is raised 10.2 per cent to 4.55p, payable from earnings per share in the six months to September 30 of 11.01p, a 2 per cent improvement.

Earnings were depressed by an increase in the tax charge from 24 to 27 per cent. This compares with 26 per cent for the whole of last year. Turnover rose 9.6 per cent to £733m.

Mr Preston said there were no plans to implement a share buy-back programme. "We are not short of good opportunities to invest funds and enhance shareholder value," he said, citing the company's telecommunications, retailing and gas interests as examples.

Scottish Power



Asked if the company was considering takeovers or mergers with regional power companies in England and Wales Mr Preston said: "We have ruled nothing out."

A reduction of 300 in core staff levels to 5,500 held employee costs at £75m (£74m). Retailing profits fell from £2.2m to £1.8m following the acquisition of 50 Clydesdale stores which it has been refurbishing. The company said the stores were back in service and exceeding expectations. It expects to better last year's retail profits of £7.4m.

Debt amounted to £18m, with gearing of 1.8 per cent. Mr Ian Russell, finance director, said he expected gearing to be close to double figures by the year-end.

COMMENT

ScottishPower's problem is that, like Scottish Hydro-Electric, it is more tightly regulated than companies south of the border and its ability to outshine them in profit or dividend growth is constrained. It is seeking to distinguish itself by building shareholder value, rather than distributing it through share buybacks and one-off dividends. Laudable though diversification into "utility-related" business may be, it has yet to prove itself: annual retailing profits will be closely scrutinised. ScottishPower's advantages include the expanded interconnector, which could have a significant effect on profits, and the fact that it has less to fear from a Labour government penalising over-profitable utilities. The shares are trading on a prospective yield of 4.8 per cent, assuming a full-year dividend of 13.65p, and are fairly rated.

Warner Howard ahead

Warner Howard, which rents and distributes laundry and catering equipment, reported a 7.2 per cent advance in pre-tax profits from £3.22m to £3.46m in the six months to August 31. Although investment in new equipment in its markets con-

tinued to be slow, the company said there had been progress in rentals and its new niche markets.

Mr Ronald Hooker, chairman, said that the continued strength of the balance sheet enabled Warner to pursue further expansion and several possible acquisitions were under review.

Cash flow was positive and period-end gearing was nil.

Turnover advanced from £10.7m to £11.1m, a rise of 4 per cent. Earnings per share were 9.76p (9.11p). The interim dividend is raised to 2.8p (2.7p) partly to reduce disparity between the interim and final payments and partly to reflect the company's growing cash generation and liquidity.

Mr Roger Harvey, chairman, said Appleby had decided to meet competition by increasing its company-owned and operated stores.

Earnings per share were down to 1.7p (2.5p). However, the 3.2p interim dividend is maintained.

Sotheby's back in the black after nine months

By David Blackwell

Sotheby's Holdings, the parent company of Sotheby's, the New York-based auction, finance and real estate operation, returned to the black at the nine-month stage, reflecting a broad-based improvement across the art market.

For the nine months to the end of September, income was \$2.5m (£1.52m) against a loss of \$1.3m. Net income per share was 4 cents (losses of 2 cents).

Auction sales grew from \$719.9m to \$787.2m in the nine months, and from \$34.7m to \$105.2m in the third quarter, traditionally a slow period in the art market. The improvement followed the UK Old Master Paintings auction in July and several single-owner sales,

including the country house sale of Crossley Hall.

The group reduced its third quarter loss from \$12.7m (23 cents per share) to \$11.5m (21 cents per share).

Ms Diana Brooks, president and chief executive, said combined sales in all collecting categories except Impressionist and Modern Art and Jewellery were up 22 per cent. Sales of Impressionist and Modern Art and Jewellery were ahead of the 1993 low, but still below last year's levels.

"We anticipate, therefore, that the decline in the performance of these two categories, coupled with several strong non-recurring sales held in 1993, will result in lower fourth quarter auction sales," she said.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
Appleby Westward Int	3.2	Jan 3	3.2	-	9
Bank of Ireland Int	4.25p	Jan 10	3.75	-	10.5
BT Int	7.05	Feb 13	6.85	-	16.7
Barton Int	1	Feb 24	2	-	2
Cranwick Int	2.45	Feb 3	2.4	-	8.25
Drayton English Int	0.4	Dec 30	0.4	-	0.8
Honeysuckle Int	2	Jan 5	1.5	-	2.25
JP Sec Utilities Int	1.5	Jan 13	-	-	1
LMIT Int	1.5	Jan 27	-	-	1
Lof Int	0.25p	Jan 12	-	-	2
Northumbrian Water Int	9.4	Mar 1	8.1	-	24.3
Oxford Instrum Int	1.7	Mar 23	1.5	-	4.9
Portland Int	2	Jan 9	2	-	4
Pennine Int	1	Jan 12	1	-	5
Scottish Power Int	4.55	Mar 10	4.13	-	12.4
Scottish Int	1.25	Feb 8	2.3	-	8.5
Stavely Inds Int	2.3	Feb 14	0.75	-	2
Umeco Int	1.1	Jan 5	2.27	-	7.31
Warner Howard Int	2.8	Jan 5	2.27	-	7.31

Dividends shown pence per share not except where otherwise stated. (10 increased capital, US\$M stock, British pence, *Third interim, makes 4.5p to date. *US cents, * Second interim, makes 0.5 cents to date.

Appleby Westward downturn

Pre-tax profits at Appleby Westward Group, the grocery distributor, dropped from £730,000 to £146,000 for the six months to September 10. The result included £90,000 profit on the disposal of the USM-quoted company's commercial vehicle repair business.

Although turnover improved from £33.2m to £45.1m, operating profits tumbled from £707,000 to £62,000.

The reduction in profit was largely because of a £520,000 sub-contract commission payment, the company said, as well as a small decline in gross margins in the core food distribution business. The shopping operation incurred a small loss.

Mr Roger Harvey, chairman, said Appleby had decided to meet competition by increasing its company-owned and operated stores.

Earnings per share were down to 1.7p (2.5p). However, the 3.2p interim dividend is maintained.

Ladbroke plans to reduce staff in reorganisation

By Michael Skapinker, Leisure Industries Correspondent

Ladbroke is to reduce its head office and central services staff by more than half in a reorganisation which will be completed by the end of this year.

The hotels, betting and retailing group said the number of head office and central administrative staff would be cut from 280 to 120. Not all of the employees affected would be made redundant as some will be moved into Ladbroke's divisions.

Members of the head office legal department will be moved into the group's individual businesses. Posts which will be

eliminated completely, however, include 85 jobs at a group distribution depot in Barnley.

Ladbroke said profits in the three months to the end of September were ahead of the same period last year and recovered the first half shortfall - pre-tax profits for the six months to June 30 were £57.3m after exceptional items, compared with £62.5m.

Hotels in the UK, particularly in London, showed increases in both occupancy and room rate. Hotel performance in continental Europe and Japan, however, was below last year's level and significant recovery would not be apparent until 1995. Hilton's

performance overall was slightly below that of the corresponding period last year, the group said.

Retail betting in the UK was hampered by dry summer weather and hard ground, but had since recovered. Credit betting in the third quarter was lower than in the second, although Ladbroke described results as "satisfactory". The Vernons pools business performed well.

Sales at Texas Homecare were slightly down on a like-for-like basis, but margins improved following measures taken in the first half. The shares rose 1p to close at 154p.

NEWS DIGEST

Queens Moat under fire

Rebel shareholders in Queens Moat Houses yesterday accused the heavily indebted hotels group of breaching company law by not calling an annual meeting within the required time.

Mr Dennis Woodhams of the QMH Shareholders Action Group said failure to call the AGM could mean there is at least one director "not properly a director of the company".

"All directors have been appointed by the board itself since the 1992 AGM, which was the last one validly to elect or re-elect directors," he said. "Consequently there is no director who has been elected by shareholders."

Queens Moat rejected Mr Woodhams' suggestions that it had breached company law. "We are happy to reassure Mr Woodhams that the timing of

the AGM is perfectly in order and it will be held before the end of this year."

Lofs advances
Despite continuing difficult trading in tanker markets, London & Overseas Freighters reported pre-tax profits of \$3.76m (£2.23m) for the six months to September 30, against \$1.56m, helped by an advance in the second quarter from \$308,000 to \$2.03m.

Half-year turnover for the Bermuda-based but London listed shipping company was \$16.4m (£12.7m) with second quarter figures of \$8.43m (£7.46m). Earnings per share were 5 cents (6.4 cents) and a second interim of 0.25 cents makes 0.5 cents to date.

Honeysuckle growth

Honeysuckle Group, the ladies wear designer, lifted full-year pre-tax profits 56 per cent to £1.09m for the year to May 31. The rise, from £693,852, was struck on turnover 42 per cent ahead from £15.8m to £22.4m.

Mr David Stern, chairman, said the present season was ahead of budget.

Earnings per share improved to 9.1p (8.9p). A recommended final dividend of 2p gives a total 3p (2.5p) for the year. The shares firmed 6p to 75p.

Drayton English

Drayton English & International Trust, which seeks capital growth through a worldwide portfolio of smaller listed companies, reported a 3 per cent decline in net asset value during the six months to October 5.

The figure of 102.6p per share at the period end compared with 105.7p at the trust's April year end. The figure did, however, represent an improvement against the FT-SE-A All-Share Index, which dipped 6.1 per cent during the same period.

Net revenue was \$768,000, compared with \$825,000 in the first half last year. Earnings per share fell to 0.17p (0.3p) but the interim dividend is maintained at 0.4p.

Standard Chartered

Standard Chartered PLC

US\$300,000,000 Undated Primary Capital Floating Rate Notes (Series 2)

In accordance with the provisions of the Notes, notice is hereby given that for the six months period (182 days) from 14th November 1994 to 15th May 1995 the Notes will carry interest at the rate of 6.375 per cent per annum.

The interest payment date will be 15th May 1995. Payment, which will amount to US\$322.29 per US\$100,000 Note and US\$1,611.46 per US\$50,000 Note, will be made against surrender of Coupon No.19.

West Merchant Bank Limited
Agent Bank

SEK

AB Svensk Exportkredit
(Swedish Export Credit Corporation)
(Incorporated in The Kingdom of Sweden with limited liability)
HK\$300,000,000
Reverse Floating Rate
Notes due 1998
For the Interest Period 7th November, 1994 to 6th February, 1995, the Notes will carry an Interest Rate of 2.14688% per annum, with Coupon Amounts of HK\$535.25 and HK\$535.25. The relevant Interest Payment Date will be 6th February, 1995.
*Banco Trust Company, London, Agent Bank

مكتبة النجف

Debenhams rises but losses at Principles, Top Shops and men's wear

Recovery helps Burton to £41m

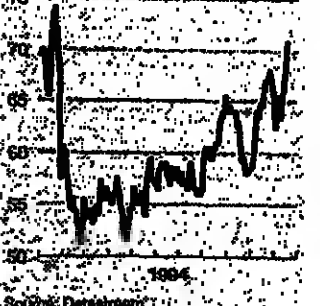
By David Blackwell

Burton, the clothing retail group including Debenhams, Burtons and Dorothy Perkins, more than doubled profits last year despite falling into the red in its multiples division.

Pre-tax profits were £41.1m in the 53 weeks to September 3, up from £13.3m in 1992-93 when there was an exceptional loss of £19.9m. Total sales edged ahead from £1.29bn to £1.31bn.

Mr John Hoerner, chief executive, said the group's plans for recovery were moving along the right track, although all was not behaving exactly as he would have liked.

The strategy of rebuilding the brands had led to better sales and margins throughout the group in the second half, with the exception of Burtons.



The men's wear chain reported an operating loss of £12.4m (28.4m profit) on sales down 5.5 per cent to £285m (278.5m). Sales fell 19 per cent, although 7 percentage points of the decline were accounted for by the decision earlier this year to contract out its business in men's suits.

Mr Hoerner said the group had reduced the amount of sales promotions at Burtons and had cut stocks, but he was "not expecting any great things this season".

Losses at Principles rose from £11.5m to £19.4m on lower sales of £106.5m (£120.4m), although the figures reflect a fall in the number of outlets. While losses at Top Shop/Top Man increased to £7.2m (£5.1m), sales edged ahead to £216.3m (£212.9m), and the second half was just in the black.

Dorothy Perkins and Evans both increased operating profits, to £11.4m (£10m) and £12.5m (£10.9m) respectively.

In the first nine weeks of the current year the multiples had operated without staging sales for 90 per cent of the time, compared with only 30 per cent last year.

This had resulted in an improvement of 5 percentage points in the gross margin, although the group stressed that this was not sustainable throughout the first half.

Operating profits at Debenhams rose from £57.7m to



Andrew Higginson, finance director, left and John Hoerner

£71.5m on sales ahead from £654.4m to £910.4m.

Net interest payable fell from £31.4m to £17.7m, and net debt at the end of the year was £77m, down from £212m. This was mainly as a result of the sale in May of four shopping centres for £153m, a deal that ended the group's foray into the property business.

Earnings per share were 2.1p (0.9p). A final dividend of 1p is proposed, giving an unchanged 2p for the year.

COMMENT

The name of the game is to get the multiples back in profit, particularly Burtons and Principles which between them lost £32m - a sum not far short of

the group's total profit. Stabilising margins and re-establishing price integrity without losing sales is not easy, but early indications for the current year suggest the group has taken the right approach. At Principles, sales in the early weeks are nearly 7 per cent higher and 59 of the badly performing stores have been taken out of the division. A quick turnaround will follow if the strategy is successful. This is reflected in the share price, which rose 7 1/2p to 71p yesterday. Forecast profits this year of 265m put the group on a prospective multiple of more than 20, a premium to the sector - but perhaps still attractive to the optimists.

Fears of potential Campari bid allayed

By Peter John

Fears that a potential bidder might be moving in on Campari International, the company which designs and markets leisurewear and sportswear, were allayed yesterday. The buyer of an 11 per cent stake was revealed as a private investor.

It was announced on Wednesday that a company called Blueridge had acquired 1.12m shares, representing 10.73 per cent of Campari.

Campari was unaware of what Blueridge was and what its intention might be. The textiles group appeared vulnerable because its share price had fallen by a third to 24p at the end of October following the announcement of 23.7m rationalisation costs to combat difficult trading conditions.

It transpires that Blueridge is the private investment vehicle of Mr Paul Thompson, the chairman of Sanderson Electronics, a Sheffield-based computer support company. In October, Sanderson was on the acquisition trail, taking a controlling interest in SGA Pacific from General Automation.

However, Mr Thompson said yesterday that Blueridge was his personal investment vehicle, there was no synergy between his company and Campari and he had no predatory intentions. "I just thought the shares were cheap despite the fact that the company is not enjoying the best of times at the moment."

Mr Rob Wilkinson, Campari's company secretary, said: "Obviously we were keen to find out what Mr Thompson's intentions were. We have spoken to him and he has indicated that the stake is purely for investment purposes."

The shares gained 2p to close at 27p yesterday.

VSEL chairman urges quick OFT bid decision

By Bernard Gray, Defence Correspondent

Lord Chalfont, chairman of VSEL, the submarine maker covered by BAE and GEC, yesterday urged the government to make a quick decision on whether to allow the takeovers to proceed.

Bids from both companies are currently being examined by the Office of Fair Trading to determine whether they raise competition worries.

Lord Chalfont has written to Mr Michael Heseltine, trade and industry secretary, and Mr Malcolm Rifkind, defence secretary, asking them to make their recommendations to the OFT quickly so that shareholders and employees can be clear where they stand. The government said a decision would

be reached as soon as possible.

The impatience at VSEL came as the OFT indicated that it would not now rule on BAE's bid by November 18, but had extended the deadline to December 7. A decision on whether or not to refer either bid to the Monopolies and Mergers Commission is now expected in the first week of December.

About 150 shareholders attended an extraordinary meeting at 7pm on Wednesday evening at the Vickers sports and social club in Barrow. The meeting voted to amend VSEL's articles to allow BAE to buy more than 15 per cent of the shares. An EGM to approve a similar waiver for GEC is to be held on November 24.

VSEL workers are concerned about the prospect of being

taken over by either company. The few worker-shareholders who remain, however, are keen to see the takeover race proceed rapidly to secure the highest price possible for their shares.

While the amendment to the articles will allow either company to take over VSEL, neither BAE nor GEC can buy more than 15 per cent of its shares in the market until they have an acceptance of their bid by a majority of shareholders.

GEC already owns 15 per cent and therefore cannot increase its stake until it has acceptance from another 35 per cent of VSEL's shareholders. BAE has no VSEL shares and cannot currently buy in the market as VSEL's shares are well above the cash alternative to its all-share offer.

Cookson makes £10m German acquisition

By Richard Wolfe

Cookson, the specialist industrial materials group, yesterday aimed to strengthen electronics operations in continental Europe by taking full control of Alpha Grillo, its German joint venture.

Cookson paid £10.4m to buy the remaining 50 per cent of Alpha Grillo, which is the leading German producer of solvers and fuses, from the Metallgesellschaft subsidiary Grillo Werke.

Mr Richard Oster, chief executive, said: "By gaining full operational control of Alpha Grillo, we are able to capitalise more effectively on the potential that exists within the German and eastern European markets."

Alpha Grillo would provide Alpha Fry with an important

springboard for expansion into developing markets such as Poland, the Czech Republic and Russia, he added.

Alpha Fry forms part of the group's electronics materials side, which contributed 33 per cent of Cookson's £111m operating profit last year. It is now expected to help improve product development and distribution at the German company.

The acquisition, which is to be funded from existing facilities, follows a joint venture with Thyssen of Germany to manufacture and supply central and eastern Europe with special refractories and systems used in the steel continuous casting process.

It also forms part of a strategy of withdrawing from non-core businesses, which led to the disposal of 25 engineering subsidiaries in March.

Wellington launch postponed

The planned launch of Wellington Underwriting as a listed company investing in Lloyd's of London has been postponed following the insurance market's failure to agree new rules on corporate capital, writes Ralph Atkins.

The company said it was now proposing an impact day in the middle of next week instead of today.

Wellington had intended to place 30m shares at 100p and use the capital to invest in seven Lloyd's syndicates run by the Wellington managing agency. It hoped to attract money from existing corporate investors at Lloyd's, but this depended on Lloyd's approving new rules on corporate vehicles investing in each other.

Wellington has decided to go ahead without the new rules.

£7m loan recovery helps Bank of Ireland rise 28%

By John Gapper, Banking Editor

An unexpected recovery of a £7m individual loan that had been written off helped pre-tax profits at Bank of Ireland rise by 28 per cent from £130.9m to £167.3m (£164.3m) in the six months to September 30.

The bank disclosed that competition for deposits in Ireland had narrowed its net interest margin from 4.3 per cent to 4.1 per cent, although the effect on income was offset by loan growth, including a strong rise in mortgages.

It raised its interim dividend by 13 per cent to 4.25p (3.75p), emphasising that this was "in order to achieve a better balance" with the final. Earnings per share rose from 15.2p to 22p, and net asset value per

share grew from 144p to 174p. Mr Maurice Keane, deputy chief executive, said it might repay some subordinated loan capital from next year onwards as retained earnings strengthened capital, but had no plans to distribute cash to shareholders in a share buy-back.

Mr Keane said the bank was more likely to use the cash for acquisitions. He said this could include the purchase of a mortgage portfolio in the UK, or an expansion of life insurance or pensions in Ireland.

He expected margin pressures to continue, and said that they could extend from deposits to lending if National Australia Bank or National Westminster Bank succeeded in buying TSB Bank, creating a larger competitor.

The First New Hampshire

group, its US retail arm, returned a £13.9m profit (£13.5m loss). Mr Keane said the subsidiary would be retained for at least two years in order to gain the tax benefit of accumulated losses.

Loan loss provisions as a percentage of loans fell to what Mr Keane said was an "unsustainably low" level of 0.2 per cent as a result of loan recoveries of £210.8m, including the unidentified individual recovery of about £7m.

Net interest income fell slightly to £304.9m (£311.2m) as a result of narrowing margins, but loan loss provisions fell to £11.1m (£17.5m). Operating expenses slipped by 1 per cent from £283.7m to £285.2m as staff costs fell.

The shares closed unchanged at 285p.

Approach to Walker shareholders

Principal shareholders of JO Walker, the listed timber company, have been approached by a third party with a view to acquiring a "substantial stake" in the group.

The largest individual shareholder is Mr David Walker, the chairman, who owns 25 per cent.

Royal Insurance at £311m despite premium income drop

Total premium income at Royal Insurance fell to £3.56bn in the first nine months of this year, compared with £3.76bn. Royal said, however, that the drop largely reflected a planned reduction in its reinsurance operation, writes Ralph Atkins.

The amount of personal motor premiums written fell by 5 per cent in the nine months to £238m. Within that total, Royal said The Insurance Service, its direct-selling operation, was taking an increasing share of business.

The group's pre-tax profits jumped from £132m to £311m. The UK-based life operation

achieved a 5 per cent increase in operating profits to £39m, but the overseas life operations dropped by £2m. Overall UK operating profits jumped to £276m against £270m, helped by good weather conditions and fewer claims.

Royal's chain of 481 estate agents made an increased loss of £11m against £7m, partly from refurbishment costs.

US operations also lost money, not helped by a high level of weather and catastrophe-related claims. But Royal expressed confidence in a recovery ahead, noting that the second and third quarters had seen some improvement in

underwriting results compared with a year earlier.

Adding to the spread of its business, Royal said it had struck commercial agreements with German and Scandinavian insurance companies which had increased its access to markets in those countries.

The group's capital and reserves decreased to £1.94bn at September 30, compared with £2.2bn at the end of 1993 as a result of falls in world equity and bond markets. Total investment income fell to £388m from £392m owing to the effect of lower interest rates and the move in asset allocation towards equities.

Exceptionals help Orb to £13.8m

Orb Estates, the commercial property developer, reported pre-tax profits of £13.8m for the year to June 30, compared with a restated loss last time of £38.3m.

The company had returned to the black at the interim stage, with a profit before tax of £9.22m.

The full-year result came on the back of turnover down 14 per cent at £11.3m (£13.1m). The board said profits were almost entirely made up of exceptional items, including £4.5m credited in respect of the company's capital reconstruction, as well as a £626,000 profit on the sale of investment

properties. Last year's figure included a £20.2m write-off.

Operating profits were £2.92m, against losses of £3.6m after losses at discontinued operations of £4.05m. Earnings per share were 1.98p (41.8p losses), taking into account the reconstruction and the share issue in January.

FT-SE Actuaries Industry Classification System

Following a partial review of the Financials Economic Group of the Industry Classification System, the FT-SE Actuaries Industry Classification Committee has agreed to refine and update the current system to reflect the changing nature of many companies currently classified in these sectors. The following improvements will be implemented on December 31 1994:

● **Banking Sectors** - The two current banking sectors are to be renamed Banks, Retail and Banks, Merchant and redefined. This will provide a clearer distinction between retail and merchant banks.

● **Fund Managers & Stockbrokers** - A new sub-sector within the Other Financial Industry sector will be introduced, drawing together all fund managers and stockbrokers into one distinct sub-sector.

● **Discount Houses** - This sub-sector will be discontinued and the companies previously classified as discount houses classified elsewhere.

● **Investment Trusts** - The Investment Trusts sector had grown very large and included a variety of different trusts. Consequently, the Classification Committee, working in conjunction with the Association of Investment Trust Companies, have divided the old Investment Trusts sector into six new sub-sectors: UK General, European, International, Geographic Specialists, Venture & Development Capital, and Split Capital Funds.

"The business world is constantly changing and these ongoing improvements to the

Industry Classification System help to ensure that it is always up-to-date and relevant", commented Mr Nick Fitzpatrick, chairman of the FT-SE Actuaries Industry Classification Committee.

"The Investment Trust sector had grown as new trusts were launched and dividing it into six new sub-sectors will result in more homogenous groupings. I'm sure that this and our improvements to the definition and segmentation of the bank and financial sectors will be welcomed by investors."

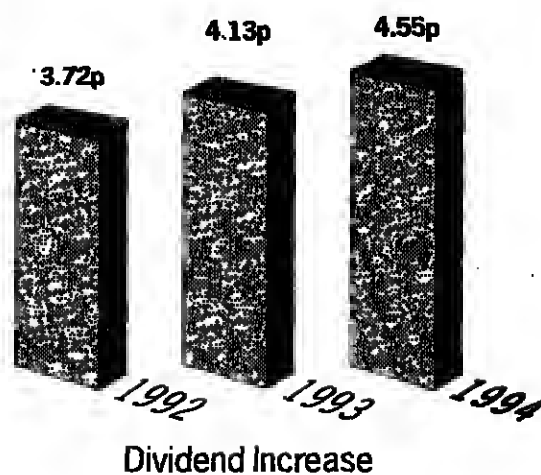
Details of the changes to individual stocks will be published after the next meeting of the FT-SE Actuaries Industry Classification Committee on December 5 1994.

"We have continued to increase profitability by growing sales and controlling costs, while improving service to our customers. We have been making significant capital investments to anticipate the long term needs of the business."

MURRAY STUART
CHAIRMAN

Expanding horizons

INTERIM RESULTS FOR SIX MONTHS TO 30 SEPTEMBER 1994



- Profit before tax has grown by 6.2% to £123 million reflecting increased sales and our continuing success in reducing costs through benchmarking programmes.
- Earnings per share are up 2.1% to 11.01p per share and the interim dividend is up 10.2% to 4.55p per share.
- Our sales outside Scotland are growing and our investments will mean that these will continue to increase progressively.
- The principal regulatory controls for our business are now known for the next three years and we are confident that we can achieve further cost reductions and grow profit margins.



ScottishPower

A copy of the ScottishPower Interim Report, containing full information on the company's results for the six months to 30 September 1994 can be obtained from Mr Andrew Mitchell, Company Secretary, ScottishPower plc, 1 Atlantic Quay, Glasgow G2 8SP. Telephone 041 248 8200. Fax 041 636 4582.

COMPANY NEWS: UK

Yarns, fabrics and carpets attract interest at home and overseas

Coats Viyella lines up buyers

By Simon Davies

Coats Viyella, the UK's largest textiles company, has lined up several buyers for its yarns, fabrics and carpet divisions, in a move expected to raise more than £100m for the group.

The shares rose 8 1/2p to 202 1/2p on the news, reflecting investors' surprise that the company had been able to find a single buyer for what amounts to a mixed bag of relatively unprofitable businesses.

The divisions have net operating assets of £120m, and employ 5,400 people. However, a number of the businesses are scarcely profitable, and despite a recently improved performance they achieved operating profits of just £5m last year on revenues of £380m.

The group has had offers for some of the businesses in the past, but it is understood that these have been at far lower



Neville Bain: hopes to sell businesses at close to net asset value

prices. Mr Neville Bain, chief executive, said: "We would hope to sell the businesses at close to net asset value."

The group was approached by a number of interested parties from both the UK and overseas. It has narrowed the

selection down and is confident that a deal can be completed during the first quarter of 1995.

Mr Bain was adamant that employment rights of the staff would be "fully safeguarded".

Coats has radically reduced its debt over the past two

years. It is expected to report gearing of about 25 per cent at the end of 1994, compared with 65 per cent in 1992. The disposal would bring the figure below 20 per cent.

Mr Bain said the funds raised from the disposal would leave Coats in a strong position to expand its core businesses, particularly clothing, precision engineering and homeware. However, no acquisitions were imminent, he added.

The disposal is likely to have a neutral impact on the company's profits but analysts were optimistic that the cash could be channelled into core businesses that could achieve a far higher return on capital.

Coats' Indian fabrics business, which are held by a 51 per cent-owned subsidiary, are to be retained by the group.

Baring Brothers have been appointed to advise on the disposals.

Enlarged Sunleigh warns on profits

Sunleigh, the leisure products group which made a £18.2m diversification into prams last June, yesterday issued a trading statement suggesting that profits for the second half of 1994 would be "small", writes Simon Davies.

The shares fell 1 1/2p to 4 1/2p on the announcement that the group had suffered "a difficult third quarter", due to a downturn in sales in continental Europe, particularly for its Laser dinghies and Dart catamarans.

The group also makes Powakaddy motorised golf trolleys, and the purchase of MacLaren moved it into a third consumer durables sector.

The acquisition was funded by a placing of 320m shares at 6p, resulting in a fourfold increase in share capital.

Mr Alan Hancock, chief executive, said MacLaren's profits for the third quarter had exceeded 1993, but that it had a strong seasonal bias towards the first half. MacLaren has introduced new product lines and substantially reduced its cost base.

Sunleigh retains a cash surplus of £650,000, and will pay a nominal dividend for the second half of the year, its first distribution since 1989.

Sonic advances

Cost controls enabled Sonic, the maker of yarns and woven fabrics, to raise pre-tax profits from £133,453 to £155,788 in the half year to September 30, on turnover of £2.25m, against £2.24m.

Earnings per share were 5.22p (4.47p) and the interim dividend is 1.25p (1p).

Crest Nicholson

Crest Nicholson, the builder and property developer, is paying £3m cash for CE Cowen (Builders), a family owned housebuilder based in Harrogate. Crest will also take on bank borrowings of about £2.5m.

The purchase price is similar to Cowen's net tangible assets at March 31.

The purchase is part of Crest's plans to expand geographical coverage. Cowen's Harrogate office will become the base for the new northern region.

NEWS DIGEST

Cranswick surges to £1.31m

A more stable trading environment helped Cranswick, the supplier of grain, feed, livestock and meat products, hoist pre-tax profits by 75 per cent from £745,000 to £1.31m in the six months to September 24. Mr Jim Bloom, chairman, said that despite low pig prices, there had not been the same degree of volatility as last year.

Turnover grew by £2m to £56.2m. Earnings per share climbed from 4p to 6.1p and the interim dividend is stepped up to 2.45p (2.4p).

Penna recovers

Penna, the USM-quoted outplacement consultants, swung back into the black at the interim stage as it gained market share in "continuing highly competitive" conditions.

Pre-tax profits for the six months to September 30 amounted to £138,000, against losses of £118,000 last time and £309,000 for the previous full year. Turnover expanded by 26 per cent, to £4.91m; fee income at Sanders & Sydney improved from £2.69m to £4.67m.

"This increase has been achieved in a marketplace in which major competitors have reported a decline in sales of about 25 per cent," said Mr John Beard, chief executive. Marketing initiatives had resulted in a number of new

clients across industry sectors, he added.

Earnings per share emerged at 1.8p (losses of 2p) and the interim dividend is again 1p.

Umeco advances

Umeco, the aircraft refueller manufacturer, reported interim pre-tax profits more than doubled at £385,000, against £154,000.

The company said all companies had performed well in the half year to the end of September with outstanding results from the distribution and aircraft refuelling divisions.

Turnover was £9.15m (£8.01m). Earnings per share came out at 2.39p (1.1p) and the interim dividend is raised to 1p (0.75p).

The company said that in the

Chairman's statement

"The results for the half year are sound.

Demand for our products and services remains buoyant. Inland call volume grew by over 7 per cent in the half year, stimulated by our marketing initiatives, including significant price reductions, and by growth in the UK economy.

However, recent and forthcoming price cuts will increase the pressure on profitability in the second half of the year, as will the impact of further redundancy costs.

I am delighted to report that a key element of our global strategy is now fully in place, with the completion of our purchase of a 20 per cent stake in MCI at the end of September.

The interim dividend of 7.05 pence per share represents an increase of 6.0 per cent. The Board believes that this provides a fair return to shareholders."

Sir Iain Vallance
Chairman
10 November 1994

Highlights excluding the impact of redundancy charges and non-recurring factors:

■ Turnover was up by 2.4% in both the second quarter and the half year

■ Pre-tax profit was up by 5.2% in the second quarter and up by 3.7% for the half year

■ Earnings per share were up by 5.0% in the second quarter and up by 3.4% for the half year

■ Interim dividend per share increased by 6.0%

With the exception of telephone call turnover fell by 2% due to the negative effect of price reductions offset by a 1% increase in 7% for inland calls and for international calls on a twelve month moving average basis. Other major categories of turnover increased in the half year. There has been a 2.4% growth in landline and a 65% growth in connections to the C-net mobile system, since September 1993. Total operating costs have increased by 1.5% in the half year, mainly due to the effect of the 1% saving in telephone charges. The effect of the 1% saving in telephone charges is offset by an increase in the cost of the BT on its purchase of the 20% stake in MCI in August in order to reduce the impact of borrowing.

Capital expenditure of £1,256 million is £270 million more than the first half of 1993/94. This reflects the purchase of C-net's new digital network and the purchase of advanced network services.

BT announced its purchase of a 20% stake in MCI in September for a total cost of £2,860 million. Goodwill of £1,937 million has been written down.

Gearing increased to 29% at 30 September, 1994.

If you have any queries as a shareholder please call 0345 010505. For daily recorded information on the BT share price and matters of interest to shareholders generally please call 0345 010707. You may telephone these numbers from anywhere in the UK for the price of a local call.

British Telecommunications plc, 81 Newgate Street, London EC1A 7AJ.

Group profit and loss account

	3 months ended 30 September 1994		6 months ended 30 September 1993	
	£m	£m	£m	£m
Turnover	3,469	3,426	6,851	6,761
Redundancy charges	97	97	151	150
Premium on repurchase of bonds	75	-	75	-
Profit before taxation	712	743	1,493	1,500
Taxation	271	257	541	513
Profit after taxation	441	486	952	982
Minority interests	9	9	16	17
Profit attributable to shareholders	432	477	936	965
Interim dividend			439	413
Earnings per share	6.9p	7.7p	15.0p	15.6p
Interim dividend per share			7.05p	6.65p

Group cash flow statement

	£m		£m	
	£m	£m	£m	£m
Inflow from operating activities	1,359	1,150	2,426	2,287
Outflow from returns on investments and servicing of finance	(1,347)	(699)	(840)	(667)
Taxation paid	(230)	(15)	(350)	(149)
Outflow from investing activities	(1,300)	(338)	(3,702)	(1,588)
Inflow before taxation	(2,235)	98	(2,466)	(117)

Balance sheet

	30 September 1994		31 March 1994	
	£m	£m	£m	£m
Fixed assets	16,840	16,932	16,896	
Current assets	5,733	5,302	5,669	
Current liabilities	6,321	4,539	5,544	
Intangible assets	(588)	763	125	
Assets less liabilities	16,252	17,695	17,021	
Provisions for liabilities and charges	995	1,114	701	
Minority interests	161	89	95	
Capital and reserves	11,582	12,822	13,026	
	16,252	17,695	17,021	

Notes:

- This statement has been prepared in accordance with the accounting policies used in the statutory accounts for the year ended 31 March, 1994.
- The figures for the year ended 31 March, 1994 are extracts from these accounts. A copy of the full accounts for that year, on which the auditors have issued an unqualified report, has been delivered to the Registrar of Companies.
- The interim dividend will be paid on 13 February, 1995 to shareholders on the BT register on 11 January, 1995.

Old City ties fray as new advisers muscle in

Nicholas Denton examines a changing relationship

A listing in the Crawford's directory of City connections is not what it used to be. SG Warburg and Baring Brothers are recorded therein as financial advisers to drinks company Allied Domecq. But it was Goldman Sachs, the US corporate adviser, that planned Allied's £265m sale of its food ingredient business announced this week.

The instance is no isolated one. Goldman has encroached on another traditional Warburg client by advising Redditt & Colman on the disposal of the Colman mustard line.

The coincidence of the two cases, aside from reflecting well on Goldman Sachs, illustrates a broader point: ancient ties between company and merchant bank in the UK are fraying. One UK corporate financier says: "I don't really care what goes on in Crawford's. It's rather archaic."

Investment banking does, as its practitioners are fond of saying, remain a "relationship business" and old ties count. Redditt used Warburg for its recent acquisition in the US. The UK house is also handling the disposal of Allied's beverage and bakery businesses.

A long-standing relationship remains particularly relevant when a company mandates an adviser to conduct a rights issue or some other core transaction. "A Crawford's relationship means a lot," says Mr Mark Nicholls, joint head of corporate finance at Warburg.

But even Warburg, bank of record to more UK-quoted companies than any other adviser, knows the limitations of tradition. "Crawford's does not mean that you win every bit of business from that client," says Mr Nicholls. "All it means is that you have an open door."

Clients are spreading their business around more promiscuously than they used to. "The big international companies like to have two or three strings to their bow," says a

UK M&A specialist. Financial advisers are adapting to the wishes of their customers. Some, such as Morgan Stanley, even make a virtue of their willingness to act as joint adviser. UK banks have meliorated enormously since the 1980s, when some would threaten to resign rather than accept an interloper as joint adviser on a transaction.

Clients are spreading their business around more promiscuously than they used to

Sharing out favours can be a way to smooth the transition from one adviser to another. "A merchant bank is like wallpaper," says a US M&A specialist. "You are not going to redecorate the room in one transaction."

Another US investment banker says that a UK client will save face for its traditional merchant bank by giving it a token role. "There are times when the co-adviser is there for relationship purposes. We say that as long as they stay out of our way everything will be fine."

However, the UK-listed companies that have gone the whole hog, and formally named US houses as their bankers of record, are few and vanishing. Goldman Sachs, listed as Rascal Electronics' adviser, is hard pressed to come up with further names.

The more general pattern is for large UK companies, such as Allied, to retain a UK adviser while also building a

relationship with a US investment bank.

UK and US banks skills can complement each other. A US investment banker says that his company brings industry knowledge, advanced techniques and an international perspective, but he concedes that the traditional UK merchant bank has "history" and a knowledge of the board.

What is more, a pool of advisers can provide useful options for a company when one is "conflicted out" - forced to turn down a client's business because it is acting on behalf of a competitor.

Above all, it is UK companies' acquisition forays into the US or continental European market that have often provided the opportunity for interlopers. Goldman's seduction of Redditt illustrates the classic scenario: a US investment bank advising on a year chase in the US, getting its foot in management's door and pitching for later business.

"Relationships are important but you cannot rest on your laurels and expect the business to come to you," says Mr Will Samuel, head of corporate finance at Schroders, the UK merchant bank.

But established advisers are also becoming better at fielding the international ambitions of their clients. Warburg has as many corporate finance employees in New York today as it had in London in the early 1980s.

A decade ago an acquisition in the US would have been handled by a local bank. But in the last month Warburg escorted three UK companies into the US in deals worth \$3.4m (£2.07m). Or perhaps Warburg chaperoned them: at least these three will not be meeting any new banks.

But investment banks can also seduce from the other side of the table. Goldman made contact with Allied through advising Domecq of Spain, its target earlier this year.



THE SOUTH AFRICAN BREWERIES LIMITED

(Incorporated in the Republic of South Africa)
Reg. No. 69/16025/06

ABRIDGED INTERIM REPORT for the six months ended 30 September 1994

Turnover

Grows 14% to exceed R12.9 billion

Trading Profit

Rises by 19% to exceed R1.1 billion

Profit after taxation

Up 24% for the half year

Cash flow from operations

Over R1 billion for the six months

Attributable earnings

Improve by 21%

Dividend per share

21% increase

Prospects

The short term outlook for the economy is for continuing moderate growth. The Group's aim is to maintain the rate of improvement in earnings and dividends at present levels for the remainder of the financial year.

INTERIM DIVIDEND

The Directors have declared an interim dividend of 47.0 cents per ordinary share, on account of the year ending 31 March 1995, in respect of only those ordinary shareholders registered in the books of the Company at the close of business on 18 November 1994 ("the record date") to whom new fully paid ordinary shares in lieu of each dividend are not allocated and issued as detailed hereafter.

New fully paid ordinary shares in the Company will be issued only to those ordinary shareholders registered on the record date who do not elect in respect of all or part of their shareholding on or before 15 December 1994, to receive the interim cash dividend.

TERMS OF ISSUE OF ORDINARY SHARES IN LIEU OF THE INTERIM CASH DIVIDEND
New fully paid ordinary shares in the Company will be issued to ordinary shareholders registered on the record date at a price of R93 per ordinary share in lieu of the final cash dividend, on the basis of 0.5054 ordinary shares for every 100 ordinary shares held, unless an ordinary shareholder elects in respect of all or part of a shareholding by no later than 15:00 Thursday, 15 December 1994 to receive the interim cash dividend.

Fractions of ordinary shares will not be issued and shareholders will receive the cash equivalent of each fraction as a residual cash dividend.

Listing

Subject to approval of The Johannesburg Stock Exchange ("the JSE") and the London Stock Exchange ("the LSE"), the listing of the new ordinary shares on the JSE and LSE will commence on Wednesday, 21 December 1994.

Documentation

A circular containing full details of the share issue, together with an election form, will be posted to shareholders on or about 25 November 1994. Shareholders wishing to elect to receive the interim cash dividend will be required to return their completed election forms to the Company's transfer secretaries, to reach them by no later than 15:00 on Thursday, 15 December 1994.

Posting of dividend cheques and share certificates

It is expected that dividend cheques and share certificates in respect of the new ordinary shares will be posted to shareholders on or about 21 December 1994.

A further announcement will be made on or about 21 December 1994 reporting on the number of ordinary shareholders who will receive new ordinary shares or the cash dividend, as the case may be.

2 Jan Smuts Avenue Johannesburg 2001 Republic of South Africa

Copies of the Interim Report, which contains full particulars of the dividend, will be posted to registered shareholders and can be obtained from the London Secretaries, Johannesburg Consolidated Investment Company (London), Limited, 6 St James's Place, London SW1A 1NR

COMMODITIES AND AGRICULTURE

India aims for sugar self-sufficiency

By Shiraz Sidhwa in New Delhi

India expects to increase its sugar production to 12.2 million tonnes from 9.8 million tonnes and to be self-sufficient in the commodity in the season starting October this year. This reverses a steady decline in sugar production over the past three years, when the country had to rely on imports to meet domestic demand.

Mr Kalpana Rai, the Food Minister, said this week that the Narasimha Rao government's policy of offering remunerative prices to sugar farmers had yielded a bumper cane crop in the 1994-95 season.

White sugar futures climbed to fresh four-year highs at the London Commodity Exchange yesterday as fears of supply tightness kept the recent rally going. Traders told the Reuters news agency that China, Yemen and Iran were each rumoured to have bought a cargo of whites originally destined for India.

In late trading the March delivery position reached \$370 a tonne, up \$6.50 on the day and \$39 since the start of October. India imported 1.5 million tonnes of sugar this year, though last year's production of 9.8 million tonnes was up by 24 per cent over the previous year. The import of 1m tonnes through government-owned trading companies led to a controversy and a subsequent jump in sugar prices.

The country's sugar industry launched a campaign for complete deregulation of the sugar market, saying that plant capacity lay idle because of the government's system of monitoring the distribution of cane. The government has yet to decide on the issue.

The minister said the gov-

ernment had cleared 74 licences for the setting up of sugar factories, which would raise sugar production by another 2.5 million tonnes in the near future. Mr Rai said the total price payable to cane growers this season increased to Rs54.43bn, compared to Rs44.23bn in 1993-94. Almost 99 per cent of the amount had already been paid by sugar mills to growers as a result of the government's efforts.

The government distributes sugar through a subsidised public distribution system using ration cards. Sugar is available on the open market but at much higher prices.

Tea planters to suspend production

India's major tea companies, hit by falling exports and growing stocks, have decided to halt production during the three months to February, reports Reuters from Bombay.

Traders said the industry had been facing a glut for the past two years, caused by two bumper crops and dwindling exports to Russia, once the biggest buyer of Indian tea.

"Now we are strapped with huge stocks, and some of that is of inferior quality. The halt in production was thus unavoidable," explained Mr Vijay Dudge, chairman of Paramount Tea Marketing.

According to the Consultative Committee of Planters' Association, production will be suspended in all prime plantation areas in the eastern and north-eastern regions. These include the gardens of Assam, Terai, Dooars and Cachar, which account for nearly 50 per cent of the country's total output.

"We need to export at least 180m to 200m kg of tea every year to prevent an uncomfortable surplus, but that has failed to happen," said Mr Dudge.

India's annual exports have not risen beyond 140m kg in the past two years. In the three years following the collapse in 1991 of the Soviet Union, which had been buying nearly 100m kg a year, they fell by at least 55m kg.

That had resulted in a 12 to 15 per cent cut in the prices of all good and medium quality teas, Mr Dudge said.

Traders said the situation had worsened this year after most planters stepped up production in anticipation of higher purchases by Russia under a debt repayment deal. "The speculation, however, has backfired, with the Russian buying not picking up as expected," said Mr Hareesh Thomas, a broker at J. Thomas & Company.

Traders estimate that 1994 production will touch 770m kg, up from the previous year's 755m, adding further to the rising stockpile.

Danish pigmeat co-ops study merger proposal

Hilary Barnes reports on a controversial plan

Danish co-operative slaughterhouses, which already include some of the largest pigmeat companies in Europe, are considering merging to form what the Association of Danish Slaughterhouses claims would be the biggest pigmeat processing group in the world.

At this stage the idea is only the subject of a debate among the farmers who own the businesses; there have been no merger negotiations as such.

If the merger takes place the resulting company will be the second largest industrial group in Denmark, with a turnover of between DKK30bn and DKK40bn (€3.12bn-€4.15bn).

Denmark's pigmeat industry has turned in an impressive performance since it made its reputation at the beginning of this century as a supplier of bacon for the British breakfast table. It now claims world market shares of 20 to 30 per cent, varying by product, for internationally-traded pigmeat. The country has only 6m people, but produces 20m pigs a year, exporting 50 per cent of the pigmeat produced. Pigmeat is Denmark's largest single export product, worth about DKK18bn in 1993, about 8 per cent of the country's merchandise exports.

The industry owes its success, say the Danes, to the co-operative structure, which gives farmers control all the way from the pig sty - through breeding and processing to sales and marketing.

"We are able to produce raw material of a uniform high quality, and have a system of production which meets the consumer's demand for pure, healthy and nutritious meat products," says Mr Bent Sloth, pig farmer and chairman of the Association of Danish Slaughterhouses.

The industry has rationalised rapidly. Three decades ago there were almost 100 co-operative slaughterhouse companies; now there are just four - Dan-

ish Crown, Vestjyske (West Jutland), Steff Houlberg, and Tican - plus the associated companies that process meat into hams, sausages and other value-added products.

Mr Sloth favours the merger, which in itself is a sign of how the idea has matured. His predecessor as chairman was voted out in the mid-1980s for supporting a proposal for a pigmeat monopoly company.

"It is time for the Danish pig

Bent Glandt Lassen, chairman of Danish Crown, the largest of them, concedes that there will be advantages in terms of international sales and marketing strength, as well as economies of scale to be exploited.

But counterbalancing these advantages, in his view, are the problems of managing such a gigantic enterprise.

Mr Bent Maribo, chairman of Steff Houlberg, ranking third among the four, is unequivocal-

Destination	Tonnes	Value (\$ million)
France	90,445	1,236
Germany	175,023	2,483
Italy	88,304	1,184
UK	145,431	2,547
EU total	599,203	7,811
Japan	139,260	4,519
US	52,472	732
World total	788,935	13,062

industry to give priority to competing with the pig producers of other countries rather than with each other," Mr Sloth declares in an issue of the slaughterhouse association's magazine devoted to the merger issue. He argues that if the Danish companies do not merge with each other or one of them may well merge instead with a foreign company. "But if the supplier chain is extended to other countries, where the same quality guarantees cannot be provided, we risk losing all the advantages which the Danish industry enjoys."

He does not think there is any risk of loss of commercial dynamism if domestic competition is largely eliminated. The company would be measured by its ability to pay its farmers a better price for their pigs than the co-operatives' foreign competitors are able to pay theirs, he argues, and this would keep the company on its competitive toes.

The chairman of the four co-operatives are less sure. Mr

cally opposed to a one-company solution. "It will not mean a strengthening, but a weakening, of the Danish sales position," he says. International buyers, especially in Japan, which is the most valuable export market for Danish pigmeat, want to have a choice of suppliers, and if there is only one Danish company, they will exercise their choice by buying from Taiwan, the US and France, he warns. For similar reasons, Danish buyers will begin buying a higher proportion of their meat from abroad, while the private Danish suppliers, who account for about 4 per cent of the market, will gain market shares as well.

Domestic competition, says Mr Maribo, is one of the factors which has made the Danish slaughterhouses among the most efficient in the world. Eliminate this competition "and measuring success will be difficult," he says. Mr Egon Kristensen, chairman of Vestjyske, agrees. "Monopolies haven't always been the most efficient," he points out.

Tungsten shortage looms as demand grows

By Frances Williams in Geneva

The world tungsten market, severely depressed since 1989, has picked up smartly this year, and experts are already worrying about a future shortage of the metal in the face of surging demand.

Government and industry representatives who met for two days earlier this week in Geneva said they expected strong growth in tungsten demand this year and next allied to world economic recovery.

With many tungsten mines now closed, especially in industrialised countries, the extra demand is being met from stocks. But once stocks dry up "the market may face serious

instability in event of a sharp recovery in world tungsten consumption", according to the United Nations Conference on Trade and Development, which sponsored the meeting.

The price of ammonium paratungstate, a key intermediate product, has doubled since the beginning of 1994 to around \$93-95 per mtu (10kg) in Europe. This, Unctad says, has led the industry to consider reopening conversion facilities. However, prices of tungsten concentrates remain too low to reverse mine closures.

World mine production of tungsten slumped from a peak of 60,426 tonnes (metal content) in 1989 to 30,286 tonnes in 1993, the lowest level since the 1960s. That compared with

consumption of ores and concentrates of 32,957 tonnes last year.

Mines in industrialised countries are producing only a tenth of their output at the beginning of the 1980s and in developing countries only about a fifth. Even in China, the world's biggest producer, mine production has more than halved since the late 1980s to less than 20,000 tonnes in 1993.

Unctad says the recent imposition by the US and the European Union of anti-dumping duties on imports of Chinese concentrates gives an opening to Russia - though it too has suffered from disrupted production.

In the much longer term the

outlook for tungsten is mixed, according to Mr Peter Johnson of the US Metal Powder Industries Federation. He told the meeting that while industrial developments offered potentially important market opportunities - notably in electronics, medical equipment, armaments and cutting tools - some traditional uses were likely to decline.

Cermet and ceramics were increasingly used in place of tungsten carbide and the long life of cutting tools was reducing replacement demand. The US industry would also have to face up to the impact of lower spending on defence equipment and intense foreign competition in aircraft applications, Mr Johnson said.

The new ICM approach aims to be as profitable as conventional farming since any slight reduction in yields should be compensated for by the lower cost of agrochemicals and other inputs which will be reduced.

A large crop for the organic land is the need to grow a fertility crop such as clover every couple of years in the land's rotation system to improve soil fertility.

Rhône Poulenc to launch integrated farming trial

By Deborah Hargreaves

Rhône Poulenc, one of Europe's largest agrochemicals groups, said yesterday that it would start an experiment in integrated crop management in rural, alongside its trial organic farm in Ongar, Essex.

The company said it would monitor its use of agrochemicals and artificial fertilisers more closely as well as looking at the use of rotation systems and different forms of cultiva-

tion in order to farm in a more environmentally-friendly way. "We are really taking modern technology and combining it with the best traditional methods," an official said.

The new study will take place on 24 hectares on the company's Bundish Hall Farm, which is adjacent to Boarded Barns where organic methods have been employed on 24 hectares for the past five years.

Rhône Poulenc has found that the gross margins on its

organic sector have consistently been around half of those achieved on its conventional acres. Over a four-year period, the cumulative gross margin per hectare has been 22.5 per cent for the organic part and 55.5 per cent for the conventional fields.

"All our indications are that the gap will continue to widen between the organic and conventional profit levels," said a company official, "with ICM we're looking at a refinement

of the conventional system."

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COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

(Prices from Amalgamated Metal Trading)

ALUMINIUM, 99.7 PURITY (\$ per tonne)

Cash 3 mths

Close 1843-44 1955-56

Previous 1846-47 1956-57

High/Low 1845 1956/1959

AM Official 1844-45 1955-56

Kerb close 1847-8 1957-8

Open int. 239,097

Total daily turnover 74,014

ALUMINIUM ALLOY (\$ per tonne)

Close 1815-20 1844-46

Previous 1830-40 1860-70

High/Low 1830-40 1860/1946

AM Official 1815-20 1845-46

Kerb close 1845-8 1845-8

Open int. 2,910

Total daily turnover 228

LEAD (\$ per tonne)

Close 697-68 693-84

Previous 694-65 673-80-0

High/Low 692/681.5 694/689

AM Official 691.5-62.0 677.5-70.0

Kerb close 691.5-62.0 677.5-70.0

Open int. 43,414

Total daily turnover 6,588

NICKEL (\$ per tonne)

Close 7280-70 7381-65

Previous 7305-16 7425-30

High/Low 7420-70 7450/7250

AM Official 7280-61 7405-10

Kerb close 7280-61 7405-10

Open int. 72,775

Total daily turnover 12,953

ZINC (\$ per tonne)

Close 6075-85 6170-80

Previous 6110-20 6200-10

High/Low 6050 6230/6000

AM Official 6045-50 6140-45

Kerb close 6045-50 6110-20

Open int. 20,645

Total daily turnover 3,225

ZINC, special high grade (\$ per tonne)

Close 1140-41 1164.5-50.0

Previous 1137-38 1160-61

High/Low 1140/1130 1160/1150

AM Official 1132.5-33.0 1157-58

Kerb close 1132.5-33.0 1157-58

Open int. 111,074

Total daily turnover 11,130

COPPER, grade A (\$ per tonne)

Close 2695-97 2695-98

Previous 2672-73 2646-46

High/Low 2685 2698/2629

AM Official 2685-68 2646-47

Kerb close 2685-68 2646-47

Open int. 222,700

Total daily turnover 84,103

LME AM Official 5/5 rates, 1,000T

LME Closing 5/5 rates, 1,000T

Spt. 1990 3 mths 1,990 6 mths 1,999 9 mths 1,997

HIGH GRADE COPPER (COMEX)

Close 2695-97 2695-98

Previous 2672-73 2646-46

High/Low 2685 2698/2629

AM Official 2685-68 2646-47

Kerb close 2685-68 2646-47

Open int. 222,700

Total daily turnover 84,103

PRECIOUS METALS

LONDON GOLD MARKET

(Prices supplied by N M Rothschild)

Gold (Tray oz) \$ price £ equiv.

Close 384.10-384.40

Opening 383.70-384.10

Morning fix 384.30 232.141

Afternoon fix 384.20 240.200

Days Low 383.50-385.60

Days High 385.20-386.80

Previous close 384.30-384.80

Local Loan Mean Gold Lending Rate (Ys US\$)

1 month -4.57 6 months -5.22

3 months -4.88 12 months -5.84

3 months -4.84

Silver Fix

Spot 319.65 513.50

3 months 315.00 500.00

0 months 320.40 528.15

1 year 341.85 546.30

Gold Colls \$ price £ equiv.

Kruggerand 380-385 240-243

Maple Leaf 385.00-387.45

New Sovereign 90-93 56-59

Precious Metals continued

GOLD COMEX (100 Troy oz; \$/troy oz)

Close 385.0 -1.4 384.3 382.50 21,302

Dec 385.0 -1.4 384.3 382.50 21,302

Jan 387.0 -1.4 386.1 384.0 1,680

Feb 386.0 -1.4 385.1 383.0 1,011

Mar 383.0 -1.4 382.1 380.0 1,011

Apr 383.0 -1.4 382.1 380.0 1,011

May 387.0 -1.4 386.1 384.0 1,011

Jun 387.0 -1.4 386.1 384.0 1,011

Total 165,221 26,197

PLATINUM NYMEX (50 Troy oz; \$/troy oz)

Jan 41.1 -2.2 41.5 40.8 18,349 9,088

Apr 41.5 -2.2 41.9 41.3 1,426 1,822

Jul 42.0 -2.2 42.4 41.8 1,750 1,822

Oct 42.1 -2.2 42.5 41.9 1,750 1,822

Nov 42.1 -2.2 42.5 41.9 1,750 1,822

Total 26,139 16,896

PALLADIUM NYMEX (100 Troy oz; \$/troy oz)

Dec 158.75 -6.85 158.80 155.25 4,241 901

Jan 157.75 -6.85 157.80 155.25 4,241 901

Mar 158.00 -6.85 158.00 155.25 4,241 901

May 158.25 -6.85 158.25 155.25 4,241 901

Total 158.25 -6.85 158.25 155.25 4,241 901

SILVER COMEX (100 Troy oz; \$/troy oz)

Nov 51.1 -4.7 51.1 51.0 50 50

Dec 51.75 -4.7 51.80 51.0 50 50

Jan 51.8 -4.7 51.8 51.0 50 50

Feb 51.8 -4.7 51.8 51.0 50 50

Mar 51.8 -4.7 51.8 51.0 50 50

Apr 51.8 -4.7 51.8 51.0 50 50

FINANCIAL TIMES SURVEY

HUNGARY

Friday November 11 1994

Welfare cuts are needed to release resources for growth
Page II

Gyula Horn and the luck of the Hungarians
Page III

The hare becomes a tortoise

The most westernised country in the region has squandered its head-start in the past few years.
Nicholas Denton and Virginia Marsh report

Hungary, the pioneer of eastern Europe's economic reforms, remains in many ways the most advanced of the post-communist democracies. But this central European state of 10m people with an impenetrable language appears to have stumbled and squandered much of its head-start over the past couple of years.

The national mood has slipped back into a customary malaise after a brief burst of optimism when voters ejected an unpopular conservative government in May and elected what appeared to be a more competent Socialist-led administration.

Mr Gyorgy Ivanyi, commissioner for bank privatisation at Hungary's AVRT state holding company, feels along with many commentators that Hungary has lost its 'competitive edge'. He says: "We are not Poland, forced to make radical moves. Nor a Czech Republic, which can quietly wait for an upturn in the world economy before doing anything serious. That is why we have neither the dynamism of the Polish economy nor the consolidation of the Czech one."

Mr Andras Simor, managing director of Creditanstalt Securities in Budapest, says the economic numbers are worse than that. Output has dropped 20 per cent in four years; it has also fallen more or risen less than the east European average every year since 1991. Recovery this year has run straight into balance of payments constraints. The economy may show GDP growth of up to 3 per cent this year but is forecast to sink back into a second dip of recession in 1995 as government austerity measures bite. Inflation, at 19.5 per cent in August, and the public sector deficit, expected to reach 7 per cent of GDP, are intractable. Hungarian debt is at a stubbornly below investment grade while the rating agencies have twice upgraded the Czech Republic.

Hidden by the gloomy national statistics, however, are a host of real achievements. Though a deputy president of the National Bank of Hungary and former official of the International Monetary Fund, Mr Gyorgy Szapary argues: "You cannot reduce a country to a fiscal deficit or a balance of payments number."

portfolio investment has flowed into the country in the past 12 months.

A new generation of entrepreneurs has sprung up. Businessmen like Mr Imre Somody, the founder of pharmaceuticals producer Pharmavit, have taken the place of the wheeler-dealers who made their fortunes in the 1990s, only to lose them in the 1990s.

State-of-the-art digital lines have spread apace. New "GSM" mobile telephone services are a success. Construction has begun on the region's first privately-financed toll motorway, which promises to bring Vienna within two hours' easy driving of Budapest.

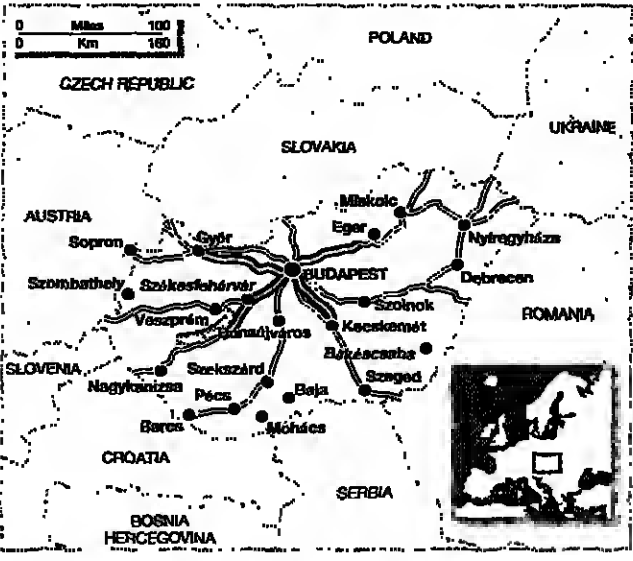
Complaints about banking services and office space, once staples of businessmen's conversation, are now muted. Hungary's many Casandras have forgotten the inter-entrepreneurial debt that they once said would entangle the economy.

Hungary has its precocity to thank for many of its advantages. The country opened up just in time, and lured foreign investors before the international recession hit and western multinationals retreated. The lax communist regime allowed a relatively free flow of people and information. "Hungary is the most westernised country in the region," says Mr Gyorgy Szapary, managing director of Central European International Bank. Just look at the people, their outlook, their attitude.

But how has Hungary, with this rich inheritance, produced such a dismal set of economic statistics? One generous theory is that Hungary has gone furthest of the former Communist countries in making bankruptcy a real discipline on corporate behaviour. The government has also spent the most - \$3bn so far - in shoring up state banks made technically insolvent by defaulting clients. The measures should eventually bring benefits. But the bill comes first: lay-offs at bankrupt enterprises; high borrowing rates charged by troubled



Budapest's skyline: the leader after one lap may not be the first to reach the summit



The sense of being ahead has sometimes induced complacency. "Politicians could afford the luxury of not reforming and that is what they have been doing," says Mr Laszlo Csaba of the Kopint-Dator economic research institute.

Moreover, Hungary's economic development in the 1990s was a mixed blessing. It was financed largely by foreign borrowing. Even the central bank admits that Hungary's debt ratios - debt service was 45.5 per cent of current account revenues in 1993 - are "very near the critical point". The uniquely heavy burden has stood out all the more as Poland, Yugoslavia, Russia and Bulgaria have defaulted and moved towards rescheduling.

Mr Almos Kovacs, a deputy president of the National Bank of Hungary, issues the kind of advice a doctor might give to one of the many Hungarians with heart conditions: "Since we have this additional constraint that these others don't have we must be careful how we generate economic growth."

Another legacy is obstinate inflation. Price controls were

KEY FACTS			
Area	93,030 sq km	Population	10.3m
Head of State	Arpad Goncz		
Currency	Hungarian Forint		
Exchange rate	Dec 1993 \$1=Ft100.7 £1=Ft149.08		
.....	Apr 1994 \$1=Ft102.4 £1=Ft155.42 Oct 1994 \$1=Ft172.76		
ECONOMY			
	1993	1994	
Total GDP (\$bn).....	38.1	na	
Percentage change in 1.....	-2.3	+1.0	
GDP.....	1.4	na	
Private consumption.....	30.5	na	
Public consumption.....	-0.7	na	
Investment.....	-11.9	na	
Exports.....	18.6	na	
Imports.....	4.0	na	
Industrial output.....	-11.8	na	
Agricultural output.....	21.1	20.0	
Consumer prices 2.....	-6.6	na	
Employment 3.....	12.1	11.0	
Unemployment rate (%) 3.....	22.0	22.0	
Discount rate (%) 4.....	16.6	23.5	
Treasury bill rate (%) 5.....			
Trade 6.....	-4,262	-819	
Current account balance (\$m).....	8,119	1,751	
Merchandise exports (\$m).....	12,140	2,311	
Merchandise imports (\$m).....	-4,021	-560	
Trade balance (\$m).....			

EBRD estimates for 1993. EBRD projections for 1994.
(1) National accounts at constant prices. (2) End year.
(3) December 1993, April 1994.
(4) Trade figures from IMF. First quarter only 1994.
Sources: EBRD, Transition report Oct. 1994, IMF.

This loss of self-esteem matters. Hungarian business and government leaders, lacking confidence in themselves, find it difficult to woo international investors. "The Czechs have sold their country fantastically, but the Hungarians have not done so in any meaningful way," admits Mr Janos Bartha, managing director of CS First Boston in Budapest.

Some observers are not surprised that Hungary should slip down the rankings. "It is logical that as others catch up, Hungary falls into its place,"

the national telecommunications company Matav is the first in the region to be privatised. Gas and electricity sectors are next in line. A start has been made to bring in foreign investment and expertise into the country's troubled banking sector.

Activity on the Budapest stock exchange has taken off. Richter Gedeon, a pharmaceuticals manufacturer, and plastics producer Pannoplast are among companies that have been floated. A record \$400m of

corporate behaviour. The government has also spent the most - \$3bn so far - in shoring up state banks made technically insolvent by defaulting clients. The measures should eventually bring benefits. But the bill comes first: lay-offs at bankrupt enterprises; high borrowing rates charged by troubled

banks; and government bailouts which fuel the budget deficit.

There are, however, less charitable explanations for Hungary's poor economic performance. "The fact that Hungary started reforms earlier is in some ways a disadvantage," concedes Mr Szapary.

even during this transition period and to avoid any disturbance of the work due to the coming changes. A great deal of preparatory work is needed until the new law comes into force because significant organisational changes will come about. The process will be more transparent and obviously it will also be more pleasant for the investors when after the state property to be privatised will be managed by one organisation and they will have in deal with only one organisation.

His Swedish colleague, Mr Anders Aslmund, looks no further for an explanation of Hungary's malaise. "There is little reason to expect economic

dynamism from Hungary when only Sweden has a higher tax burden."

But others insist that it is not yet time to write the country off. One favoured metaphor for eastern Europe's arduous economic transition is the 10,000 metre race. One should not judge the outcome by the position after the first lap.

Mr Laszlo Bekesi, the new Socialist finance minister, is after all making the most serious effort in years to get to grips with welfare spending.

And the sophistication of people, companies and institutions must eventually pay off in better economic performance. At least that is what Mr George Kopits, country representative for the IMF, believes. "They have fantastic human capital. In this country if they moved government out of everyday life, the economy could grow at 5 per cent plus for several years in a row. No problem."

State Holding Co.

New Privatisation Strategy in Hungary

Accelerating Privatisation

Almost half of the privatisation in Hungary has been accomplished. According to the latest estimations 47% of State property had been privatised. Opinions differ as to the value of this privatised property. According to the data of the State Property Agency 1800 enterprises belonged to the Agency in 1990 and the value of the companies owned by the State was estimated to 2000 billion HUF (appr. 11,461 billion pound sterling). Some experts believed even at that time that it is more, appr. 3000 billion HUF (appr. 17,192 billion pound sterling).

Hence half of the State property was sold during the first four years of the Hungarian privatisation obtaining a fairly good position in the Central Eastern European region which meant that the international capital especially at the beginning of the political changes in the region became interested first of all in Hungary. This was due to several practical reasons. Among others because it was in Hungary where the legal framework of market economy has been established at the earliest, this country is politically fairly stable, in recent years there were less strikes in Hungary than in the whole Europe. Furthermore a relatively cheap and extremely well trained work force is available here. It is no accident that appr. 7.2 billion USD capital has flown into this country during the last four years in the framework of privatisation and direct investment.

However the impetus of the start has somewhat slowed down. The cream of the companies has been sold fairly soon, although the most valuable companies are still partly or as a whole state property. But a special Act of Parliament regulates what percentage of prolonged state property should be kept up in these companies. It is also certain that the interest towards the other countries of the region has increased too and there is a competition to attract foreign investors. Hungary's position in this competition is still good.

The conception of the Hungarian privatisation has changed several times during the recent years. The start in 1989-1990 which is now called the period of spontaneous privatisation lacked the full legal framework. The Acts were passed by the Parliament only later, creating the State Property Agency and the State Holding Co. to manage the companies intended to be kept in prolonged state ownership, or for partial privatisation.

Obviously in this new situation, when this country has a new Government since last summer it is not worthwhile to analyse the events of the previous years. It is more important to see what are the plans of the new Government which was formed from the two opposition parties of the previous Parliament.

The new Government declared several times its intention not only to follow but to accelerate the process of privatisation. According to certain ideas the part of state property intended for privatisation may be privatised within the next two or three years.

However it was the very first step of this Government to state that it intends to change the previous conception of privatisation which was severely criticised especially at home. The new strategy and draft law was prepared by a committee of economists and successful entrepreneurs and after a thorough professional and ministerial harmonisation it was presented to the Government at the end of October. It is intended in present this draft to the Parliament already in November and though a lively debate is expected there the Parliament may pass this law this year and the new privatisation strategy and law may come into force by January 1995.

The new strategy aims at helping the Hungarian economy to the field of growth as soon as possible. There were long professional debates about whether the companies to be privatised should be first restructured and improved and sell them afterwards, or to sell them as they are now and the improvement should be the responsibility of the new owner. The prevailing standpoint in the debate was that the State should not experiment to save with capital injections those companies it was unable to manage effectively by central direction, instead let the market and the new owners do this job.

The intention to decrease the role of the State is shown by the fact that it is intended to decrease the property of prolonged state ownership. Therefore the State Property Agency and the State Holding Co. will be merged. The debate is still going on about the character of this new organisation and the final decision will be made by the Parliament. The topic of the debate is the form of the new organisation, whether it should be a joint stock company or a state organisation. It seems that the strongest argument is for a one-man company form. In this case the sole owner would be the State and the Minister for Finance would exercise the ownership rights.

Irrespective of the form of the new organisation it will be easier for the foreign investors because they will have only one partner to deal with. In this organisation not only the 160 companies of the State Holding Co. and the 600 companies of the State Property Agency would be under one management, but the property consisting mainly real estates hitherto belonging to the Treasury Holding Organisation.

The property involved is rather heterogeneous. Today those most valuable companies which according to a previous law only partially will be kept in prolonged state ownership are still owned entirely by the State. These are companies of strategically important branches, first of all of the infrastructure, for instance the Magyar Elektromos Művek Rt. (Hungarian Electricity Co.), the MOL Co. of the oil industry, the largest telecommunications company, the MATÁV Co. and the gas companies. The international investors and the Hungarian public opinion as well are greatly interested to the fate of these companies because of their decisive significance in the economy of the country. Similarly the companies of the pharmaceutical industry are considered to be among the most attractive Hungarian companies.

Although a number of conceptions have been elaborated as to their privatisation, or property management, these had not yet been finalised. However the need to accelerate the privatisation urged the leaders of privatisation to get the experts to elaborate already this year - probably by the end of November - the final strategy.

The new Government makes no secret about it that in the future the cash buying will be preferred. This is needed by the budget and the raising of the capital is indispensable for the development of the companies too.

The new strategy intends to give a greater role to the involvement of the foreign capital by establishing investment funds. Greater significance may be allotted to the Stock Exchange. It is intended to introduce 10-12 companies to the Stock Exchange in the near future.

At the same time it is also obvious that only a part of the companies may attract investors who pay cash. There are approximately 600-700 small or medium companies where they believe that although they would prefer cash buying, if there is no chance for it, then some form of preferential buying system may be acceptable. By this the foreign investors will be in a better position than they were before when they had to pay cash for those companies which could be bought by domestic investors for preferential bonds or credits.

It is anticipated that there will be companies where the method of privatisation will be the buy out of the company by the employees and management. In this case the preferential possibilities will remain. Moreover there is a new preferential possibility on the agenda, namely that if the employees and management buy 10% of the shares of the company, the further 40% may be paid in ten years and after that they receive the remaining 50% gratis. However this solution will be acceptable only if the company could not be sold by any other way, because they do not wish to give up the intention that privatisation should serve first of all the growth of the economy and the modernisation which can obviously be achieved only by involving fresh capital and by technical development.

At the beginning of October the Prime Minister appointed a new Director General of the State Holding Co. He is the 35 years old Attila László who is considered unusually young for this office in Hungary. He considers himself a technocrat, educated in finance, and gained experience until now in the business world and in the administration as well. Before his appointment he was one of the directors of the State Holding Co.

"Our appointment and the changes in the Board of Directors of the State Holding Co. was explained with the reason that the new Government wishes to see experts on these posts who serve the new privatisation strategy better. It is known that the State Holding Co. will soon disintegrate because after passing the new Act the privatisation organisations will merge. Your assignment will last only up to the end of this year. What can be done during such a short time?"

It is very important to preserve the continuity of the privatisation process

even during this transition period and to avoid any disturbance of the work due to the coming changes. A great deal of preparatory work is needed until the new law comes into force because significant organisational changes will come about. The process will be more transparent and obviously it will also be more pleasant for the investors when after the state property to be privatised will be managed by one organisation and they will have in deal with only one organisation.

"This will be the case only next year, and at present a significant part of the companies attracting the foreigners must belong to the State Holding Co. Many people objected that lately the decision making processes slowed down somewhat while declarations about the intention to accelerate are frequently heard. How is it possible to cope with this contradiction?"

"The companies may be divided into two large groups. The first group is more numerous, but their value is less, that is that a company belonging to this group has less than 1 billion HUF (5.73 million pound sterling) capital. These companies will obviously be more attractive in the domestic investors. Companies attractive to the foreign capital are mainly infrastructural systems, that is the electric power industry, gas supply, or telecommunications. In the case of these companies we will elaborate much more efficient privatisation tenders. We are preparing information memorandum, auditing corresponding to the international practice. The elaboration of privatisation conceptions are also in progress. We attach great importance to elaborate such conceptions which correspond to the international customs, but at the same time has also the interest of the country in sight, because these branches are decisive with respect to the future of the country.

"There were already conceptions before but less tenders. What will change?"

These great infrastructural systems are today state monopolies and it is not our intention to change them into private monopolies. Therefore in the electric power industry we plan that the power plants and the network supply companies should be attached to the MVM Rt. (Hungarian Electric Co.), not by ownership but by trade connections. As a matter of fact this company today is the most valuable company of the country, the value of its power plants, suppliers and network systems is appr. 500 billion HUF (appr. 2,87 billion pound sterling). The privatisation conception will presumably be ready by the end of November. It is based on the privatisation strategy worked out by the British Schroeder Co. It seems possible that the preparations of the tender may start in December. However the actual privatisation will take place only in 1995.

Similarly the final privatisation conception of the gas companies will be prepared in the second half of November. We are well aware of the fact that the unambiguous tariff system is the precondition of privatisation. The Ministry of Industry makes serious efforts in this regard and hopefully this problem will also be solved by next January.

The privatisation of the most important company of telecommunications, the MATÁV Co. has already begun, 33% of it was already sold by the State Holding Co. last year. Now we examine the possibility to introduce it to the Stock Exchange.

We pay great attention to the banks. There is a great interest on the part of the foreign investors too. The nearest possibility is the privatisation of the Budapest Bank Co., involving professional investor and fresh capital, but the conclusion of the contract is feasible only in 1995. By the way the quoted capital of the Budapest Bank is 12,64 billion HUF (appr. 72,45 million pound sterling). We are preparing to introduce to the Stock Exchange the largest residential bank, the OTP Co. (its quoted capital is 23 billion HUF - appr. 131,81 million pound sterling).

With regard to the industry the most successful and at the same time the most attractive field for foreign investors is the pharmaceutical industry. Its privatisation has already begun partly involving foreign capital and partly by introduction to the Stock Exchange. But naturally we count on the appearance of additional foreign investors too.

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HUNGARY II

Virginia Marsh assesses the political scene

Old order in a new guise

Like voters in other former east bloc countries, Hungarians returned former Communists to power in this summer's general elections, the second since the collapse of communism. Unlike many of their neighbours, however, Hungarians again elected a potentially strong and stable government.

With 72 per cent of seats in parliament, the Socialist-Liberal coalition has a large enough majority to pass any legislation, including amendments to the constitution. The Socialist control of 54 per cent of parliament means the party is likely to serve a full four-year term.

The government, a coalition between the Hungarian Socialist party, the heir to the Communist party, and the liberal Alliance of Free Democrats, the election runners-up, has pledged to use its mandate to complete Hungary's transition to a market economy. Its key objectives are to finish the process of privatisation, stabilise the country's heavily indebted economy and lay the basis for strong growth and integration into the European Union.

Such ambitious aims, and the radical reforms which are required to achieve them, represent a big challenge for the HSP, a left-wing party elected, in part, to soften the pain of a transition which has already cost 1.4m jobs and caused liv-

ing standards to plunge for many Hungarians.

HSP leaders, however, recognise that the country's poor economic situation means there is little room for manoeuvre. Mr Gyula Horn, the prime minister, says: "The basic fact is you cannot spend more money than you earn which is what our governments have been doing for decades... It is our bad luck that we are the ones who will have to stop that practice... Fundamental changes have to be made."

The challenge is to find a balance between the tough reforms needed to cure the economy and his party's desire to create "a social market economy" which offers protection to the poorest members of society, Mr Horn says.

Analysts say finding this balance and formulating coherent, consistent policies will be difficult for a coalition grouping socialists with free market liberals and for an HSP whose members span the political spectrum.

The government's three months in office have already seen confrontations between different factions in the party. Mr László Békési, the finance minister, who is considered more of a liberal than a socialist, was forced to water down his austere mid-year budget and accept a retro-active 5 per cent increase in pensions after objections from trade unions

backed by cabinet members.

The soft economic policy line can be partly explained by the government's unwillingness to take unpopular measures ahead of next month's nationwide local elections which will be its first major test since May's general elections.

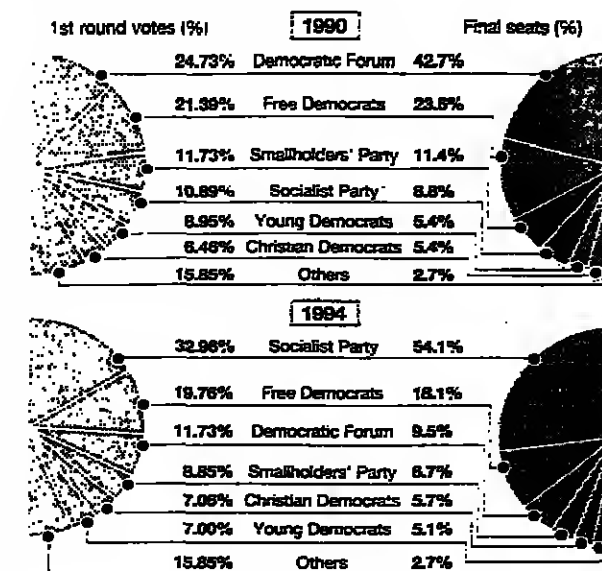
Opinion polls indicate little chance of a defeat for the Socialists. However, the Socialists and the Free Democrats will face a combined challenge from the main opposition parties. The Hungarian Democratic Forum, whose conservative-nationalist government suffered a crushing defeat in the general elections, its ally the Christian Democrats and the liberal Young Democrats (Fidesz) have, for the first time, agreed to field common candidates in some districts.

Mr Viktor Orbán, president

of Fidesz, says it is essential the opposition works together to defeat the government parties in 1998. "The real challenge is to prevent fragmentation of the opposition. By 1998 the government will be unpopular and people will want to get rid of it. They won't be able to if there is no credible alternative. We have to build up this alternative," he says.

Analysts say co-operation in the local elections could be the start of a realignment in the centre and centre-right parties to counter-balance the socialist-liberal alliance. This could lead Hungary towards a bipolar political structure rather than the present tripartite structure of socialists, liberals and conservatives. Mr István Stumpf, director of the Budapest School of Politics, says:

Parliamentary elections



"The elections are important for the future. The three opposition parties will see if they can gain more support stand-

ing together. If they get only 10 per cent of the vote, then moves to form a new centre-right coalition will collapse."

In politics, time proves a great healer

Politics can make for few bedfellows stranger than the Socialists and Free Democrats, partners in the new centre-left coalition government. One would not guess from their present intimacy that they were formerly implacable opponents. The Socialists were once the communist satraps of the Soviet Union and their most vocal critics were precisely the dissident intellectuals who went on to found the Free Democrats, writes Nicholas Denton.

This being Hungary, the truth is more subtle. The founders of the Free Democrats often came from communist family backgrounds and passed through Maoism to their final, liberal political destination. Meanwhile, Hungary's Communist rulers, chastened by the 1956 uprising, treated dissidents quite gently. "With few exceptions, these oppressed people were not physically hurt," says Mr Viktor Polgar, head of the Socialists' Budapest campaign. "They had BMWs while I was

driving around in a Toyota."

But Free Democrats still remember how, even in the late 1980s, police directed by the Communists beat up demonstrators on sensitive anniversaries. Wiretap reports of the Free Democrats' kitchen-table conversations were sent to ministers in the Communist government.

The dissidents have no monopoly on hard feelings. Some reform Communists feel that they did the tough work of the transition while the opposition basked in the admiration of the west. "The Socialists are people who fought for change, in a different way: they had to work within the system," says Mr Polgar. "I would have loved to have been in opposition."

Time has proved a great healer. Mr Ivan Vitányi, a Socialist ideologist, now argues for an eventual merger of the coalition parties. One forgiving intellectual close to the Free Democrats has pushed for a lib-

eral gesture to rehabilitate the former communist regime and give it credit for its relatively benign character.

Political imperatives have dictated the rapprochement. The Socialists, despite their 54 per cent parliamentary majority, are still former communists. They are dis-trusted and even hated. The Free Democrats bolster their legitimacy.

As for the liberals, Hungarian politics appears increasingly bipolar. Apart from an alliance with former communists the Free Democrats had unappealing options: going in with conservatives they detect or inhabiting and eventually dying in a no-man's-land between the political blocs.

Mr Miklós Haraszti was one of Hungary's most bountiful dissidents. He backs the coalition, but it is not easy. "I support it and I hate it. We know we have to do it but we don't have to be happy about it. It is the least awful alternative," he says. "But that is democracy, isn't it?"

'Resources must be released for growth'

Welfare cuts needed

Central bank governor, says that unlike the productive sectors of the economy, the social sector has undergone little restructuring in the past four years.

"Large areas - welfare, health, culture, education, social services - function as they did 10 years ago... The previous government was unwilling to tackle these problems because the economy was contracting and society was in trauma due to the changes after 1990. Now, we should correct this," he says.

Within the government there appears to be a broad consensus on the need to restructure the system which Mr László Békési, finance minister, describes as "premature" for a country with Hungary's resources. However, he admits implementation of tough measures will be difficult for many ministries. This view is shared by western advisers who say

there are already sharp divisions within the government as to how deep cuts in welfare should be.

Mr Békési says social sector reform will form a large part of the government's three-year modernisation plan due to be presented in the spring. In the meantime, the cabinet has accepted a draft 1995 budget which raises social expenditure by just 10 per cent in nominal terms. Given expected annual inflation of more than 18 per cent, this will lead to significant cuts in real terms, if implemented.

The draft budget also begins the first of several expected tax reforms in the sector. From 1995, contributions to the social security and unemployment funds will be only 25 per cent deductible for personal income tax purposes, down from the present 100 per cent. Welfare ministry officials say the efficiency of the system

also needs to be improved. A key problem is that too many benefits are paid to too many people while an increasing number of Hungarians slip below the poverty line.

"Support should be better targeted at those who need it than at present," says Mr Mihály Kókényi, secretary of state. For example, from 1996, the state plans to combine child and child care benefit and pay families a flat rate. Under the present scheme the benefit varies according to a family's income, paying a higher amount to higher earners. "This way we will create savings for the system and redirect resources to lower income groups."

He says welfare providers can also be made more efficient by increasing competition among them and by allowing local authorities to contract out some services to the private sector. Competitive tendering has already been introduced in some World Bank-funded projects.

Other medium-term plans include pension reform. One way to reduce the burden on the state would be to encourage private schemes and later retirement in line with European norms. The present official retirement age is just 55 for women and 60 for men. Mr Kókényi says: "We would like to restructure pensions so that people would be able to



László Békési, system "premature" for the country's resources

retire early but there would be incentives to stay at work longer. He says an element of choice is essential if the population is to accept cuts and changes in welfare: "We cannot be rigid. We have to discuss our plans openly and warn people of them well in advance. If we take a top-down approach, we could easily fail."

Western advisers point to the considerable political risks involved for the Socialist government. One says: "In making the cuts, the government is in danger of losing the support of a large part of the middle class - those who are not poor but not rich, either. The problem is many people are happy with the status quo. The changes will benefit just a few."

joining the EU. But Mr Szent-Iványi says the EU should apply the same political rationale to eastern European enlargement as it did to members who joined in the 1980s and set its economic conditions accordingly.

He says: "The economic requirements for our membership should be formulated so that the most advanced central European countries have a chance to comply with them... Portugal, Greece and Spain were admitted due to a strong political will to give a hand to the new-born democracies in those countries and to help consolidate them. This was a courageous and clever step."

Where the new government differs from its conservative

Events in Romania and Slovakia have reduced prospects of agreement

nationalist predecessor is in its policy towards neighbouring countries, in particular Romania and Slovakia. In his first speech to parliament as prime minister, Mr Horn said Hungary's most urgent foreign policy task was to eliminate tensions with its neighbours and negotiate basic friendship treaties with the two countries. Improving relations was the best way to promote the interests of the 2.3m ethnic Hungarians living in Romania and Slovakia, he said.

In a departure from previous policy, Mr Horn said his government would guarantee the inviolability of borders in the basic treaties - a guarantee upon which both Romania and Slovakia have conditioned bilateral agreements.

Despite Hungary's overtures, the chances of a rapid agreement have been lessened by political events in Romania and Slovakia since the new government took office. In August, a nationalist anti-Hungarian party formally joined Romania's ruling coalition for the first time. In September, nationalists led by Mr Vladimir Meciar won Slovakia's general elections and are expected to form the next government.

Foreign ministry officials concede these events mean it is less likely that Bucharest and Bratislava will agree to Hungary's demands for improved treatment of ethnic minorities. But faced with stalemate at the political level, Hungary aims to improve economic and trade links with the two countries. Officials say the effect may spill over in other fields such as minority and human rights. In the meantime, Hungary will continue to press the Council of Europe and the European Union to provide greater legal guarantees to protect minority and human rights. "This is not just a Hungarian problem. We believe it is a hard-core issue for all central Europe, from the former Yugoslavia to the Baltic states."

Countries in the region need western European support to help build confidence and overcome the "tremendous suspicion" which exists between many of them, he says. One way to achieve this might be to link applicant states' minority and human rights record to EU membership.

Virginia Marsh

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مكتبة النخيل

Virginia Marsh looks at the privatisation programme

A four-year revolution

Hungary's Socialist-led government has set itself the ambitious target of completing its privatisation programme by the end of its four-year term. To show it is in earnest, it has appointed a political heavyweight, Mr Ferenc Bartha, a former central bank governor and more recently head of Bankun Induszter Hungary, to the new job of government privatisation commissioner.

"We don't expect to privatise 100 per cent of the economy by 1998," concedes Mr Peter Mihályi, Mr Bartha's deputy. "But we would like the economy to be largely in private hands. We have to reduce the state's involvement so that privatisation is no longer a top priority political issue."

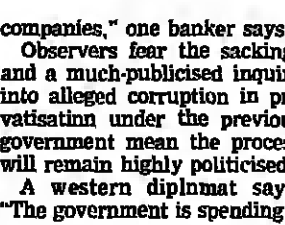
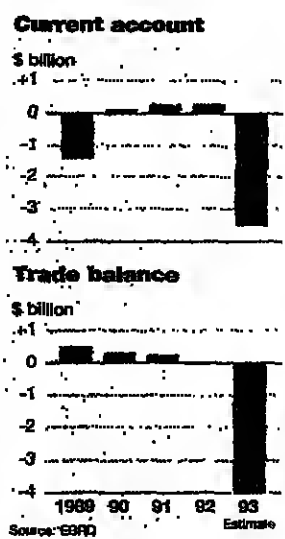
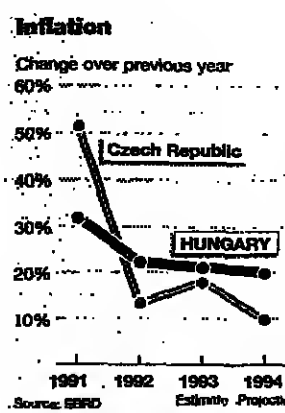
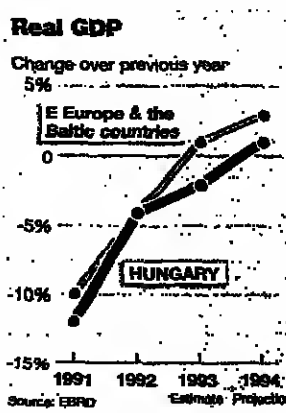
To achieve this goal, a group of 30 economists from the state and private sectors spent several weeks this autumn drawing up a new privatisation strategy and draft bill. Mr Bartha is hopeful the bill will be passed by parliament before the year ends. "The political will exists," he says.

He says the state will reduce the number of companies in which it will retain a majority stake and privatise companies immediately rather than restructure them first. Cash would be generated from sales of the big blue chip companies such as utilities, while companies would be teamed up with strategic investors. Finding good partners and providing for companies' long-term survival will take priority over revenue generation for medium-sized firms.

The state intends to sell small companies as quickly as possible, preferably for cash, or failing that by offering incentives to management and/or employee groups or other investors.

Mr Bartha wants to make greater use of the country's nascent capital markets. One idea is to launch a country fund grouping shares from 10 to 12 partially privatised companies such as Matav, the telecommunications monopoly, 30 per cent of which was sold to a Deutsche Telekom and Ameritech consortium in December.

Most foreign advisers believe good companies would generate more revenue if sold individually, but Mr Bartha says a country fund would attract interest from the many new emerging market investment funds.



The appointment of Mr Bartha and the new strategy have been generally well-received by foreign investors. However, most are reserving judgment until they see action. "There's an element of strategy fatigue. We've heard much of this before," says one western investment banker.

Investors add that, in the short term, some of the government's proposals, such as the merger of the two main privatisation bodies - AV Rt, the state holding company, and the AVU, the state property agency - will inevitably slow down, not accelerate, the process.

Investors have also been unsettled by sweeping personnel changes at AV Rt, including the dismissal of Mr Lajos Csepeli, its respected general director, and the sacking of several top managers at large state companies due for privatisation such as MVM, the electricity monopoly. "However competent the new managers, such radical changes will inevitably slow privatisation of these

companies," one banker says. Observers for the sackings and a much-publicised inquiry into alleged corruption in privatisation under the previous government mean the process will remain highly politicised. A western diplomat says: "The government is spending a

lot of energy investigating the past and attacking its predecessor's record. Instead, it should be concentrating on the future."

Despite their criticisms, most investors are hopeful the government will move ahead with the privatisation of its gas distribution and electricity monopolies, both of which are attracting significant foreign interest.

Gas will come first with the government expected to announce a tender date this autumn for the sale of 25 per cent stakes in the five regional domestic gas distributors. Mr Laszlo Pal, Socialist industry and trade minister, says the government will follow this up in the first quarter of 1995 with the first tender for the privatisation of MVM, the electricity monopoly. The aim is to close a deal by the end of the year. The government, which is being advised on the sale by Schroders, the UK merchant bank, is expected to offer stakes first in MVM's power distribution subsidiaries.

Before this can happen, however, the government must complete the regulatory framework for the industry. This includes tightening the contractual relationship between different MVM subsidiaries and resolving the socially sensitive issue of price regulation.

Mr Pal says prices, which are controlled by the state, will become "market-based". But to achieve this, the government has to ensure that increases are acceptable to the public and do not "gallop away". Analysts estimate that electricity prices must rise by at least 70 per cent to make the company attractive to outside investors.

Nicholas Denton on the top investment bank

Colossus from Boston

CS First Boston, still recovering from wrenching internal reorganisation, may stand in the shadow of Goldman Sachs and Morgan Stanley in New York and London. But in Budapest and other east European financial centres, CSFB is a colossus.

No other international investment bank has been so active. Even rivals concede

that CSFB is the pre-eminent investment bank in Budapest.

Yet Mr Janos Bartha, managing director of CSFB Budapest, says: "It's not a one-man show, far from that." Creditanstalt Securities, a subsidiary of the Austrian bank, competes on smaller deals. CSFB backed the wrong horse in the bidding for Matav, the telecoms company, so Goldman Sachs won the success fee in Hungary's biggest single privatisation.

Merrill Lynch, which handled tobacco industry privatisation, and NM Rothschild, which has advised on telecoms and gas privatisation, also won

lucrative mandates without setting up costly local offices. So although investment banking in Budapest may not be a one-man show, one player - CSFB - has got most of the parts. CSFB helped the Hungarian authorities privatise national airline Malev, refrigerator maker Lehel, the commercial banks and now Hungaritel, the hotel chain.

Until 1992 the firm estimated that it had advised on a third to a half of M&A activity. Now CSFB does not bother counting. "Here we just don't have the top-notch investment bank competitors with us in domestic

markets," says Mr Bartha. Aside from advisory work, CSFB has introduced corporate bonds and commercial paper issues to the Budapest market, helping borrowers bypass the large margins charged by Hungary's commercial banks. The fees have been modest but the service has given CSFB access to such companies as McDonald's Corporation with which it never had a relationship.

M&A work and fixed income issues have helped meet running costs. But the real rewards have come on the equity transactions that have proliferated in the last 12 months. CSFB has acted as the prime conduit for the flow of western institutional money into eastern Europe.

In Hungary's case, CSFB has managed the international equity issues of Egis, Pannopolast and Potex, and sold over \$200m worth of shares. CSFB, alone of the international investment banks, possesses a broker's licence in Budapest. The firm has bought up shares on the secondary market, helped western funds secure shareholdings in companies such as telecommunications utility Matav - and profited handsomely.

Not all the deals have been well-judged, say rivals. "I have a lot of investors complaining about CSFB, both in terms of the assets they have been sold and the fees they have been charged," says one Budapest investment banker. Potex shares have slumped below their issue price despite CSFB's stamp of approval. "If I had bought Potex I would be screaming," the critic says.

While New York and London may have suffered from the downturn in world bond markets, Budapest is set for a record year. It is believed that CSFB's Budapest office passed its targets for the year several months ago.

"Eastern Europe is going to be paying the salaries of investment bankers in New York this year," says a CSFB executive. Those who had distanced themselves from CSFB's east European adventure now fight for their share of the credit for revenues from Budapest, Prague and Moscow. J.P. Morgan and Salomon Brothers are looking to set up Budapest offices. Mr Hans-Jorg Rudloff, CSFB's former European head, who is now independent, may build up his own investment banking business. Mr Bartha accepts that CSFB will give up market share, if not market leadership.

Nevertheless, in its 15 professionals in the Budapest office, CSFB has a lock on much of Hungary's investment banking expertise. Salomon Brothers has been looking for months for someone to head its operation - without success. "The barriers to entry are high," says Mr Peter Kadas of CSFB.

There can be few better measures of the change in eastern Europe than the evolving image of Gyula Horn. As foreign minister in the last Communist government five years ago, he was one of the liberators of the Communist bloc: the man who with a gesture of biblical proportions opened the iron curtain and let the east Germans go free.

Now, after four years in opposition, Mr Horn is back in government, this time as Hungary's Socialist prime minister. "There should be no reservations about the government or me personally," says Mr Horn. "We started the transition to democracy in the second half of the 1980s of our own free will, without any pressure. We began creating a multi-party system and the market economy. Now we want to carry this through to the very end."

But eastern Europe has moved on even faster than Mr Horn. A progressive in the 1980s, the 62-year-old Mr Horn still reminds many of the past. "He doesn't fit into the new European political landscape," says Mr Janos Martonyi, former state secretary at the foreign ministry.

Anti-communists damn the prime minister for his participation in the "padded jacket" workers' militia that put down Hungary's 1956 uprising against Soviet rule. Even the 1994 version of Mr Horn provokes a shudder or two, at least among Hungary's influential intelligentsia. It may be unfair to judge by demeanour. But according to one prominent banker: "Wherever Horn appears, everyone thinks of a former communist. No matter what he says."

Hunched in his chair, chain-smoking, rarely meeting the eye, a short man in a prime ministerial office the size of a basketball court, Mr Horn fits the stereotype of the Communist apparatchik.

When Mr Horn departs from his script, he has a good line in deadpan humour illustrated by a wry grin. But he can as easily lose his patience with questioning and abruptly terminate an interview.

Content is as much at issue as style. Mr Horn, horn of a working-class Communist family, is still proud to call himself a leftwinger. But nowadays, he looks not to Marx as the fount of his socialism but in Pope John



Gyula Horn: a rapport with crowds

Prime minister interviewed

Horn and the luck of the Hungarians

Paul II. "The head of the Catholic church and the Vatican say capital is blind and deaf to social differences - that is why policymakers have to interfere."

The Socialist leader's left-leaning beliefs reflect the opinions of his constituency. Hungary had a communist government for four decades

and egalitarian ideals remain strong. Many voters opted for the Socialists because they promised security and support for the losers in the transition. These, not Budapest's chattering intellectuals nor judgemental westerners, are the people Mr Horn cares about. "My model is Janos Kuvacs, the ordinary simple person on the street who can tolerate the zigzags that politicians make and tell what is genuine and what false."

As foreign minister, Mr Horn visited the US. A former aide tells how a US state department official offered an insulting 15-minute audience. Mr Horn accepted, said his piece, smiled, got up and politely left the open-mouthed US official after 10 minutes.

Though Gyula Horn is a talented operator, to many he now seems out-of-date, write Nicholas Denton and Virginia Marsh

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of the Hungarian masses.

Mr Horn is a talented operator behind closed doors as well as on the public stage. He doggedly held his party together when it seemed doomed to extinction. Now he plays the arbiter between technocrats, trade unionists and the myriad groups within the broad and heterogeneous governing party.

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The genius of Mr Horn's tactics can be overdone. The prime minister has a tendency to make up policy on the hoof. "I think Horn is a disaster," says Mr Tamas Bacska, chairman of Unichank. "Improvisation is wonderful if it is done by Mallere, but he is not a good improviser."

Nevertheless most people, whatever their criticisms, share the view of Mr Janos Bartha, managing director of CS First Boston in Budapest. "I think that Horn is an absolutely professional politician," he says.

The question is whether the Socialist premier can be not just a consummate politician but a leader too: one who can understand Hungary's economic plight and convince the people to accept unpopular measures.

Mr Laszlo Urban, economics spokesman of the opposition Young Democrats, has his doubts: "He lets conflicts emerge, evaluates whose position is what and then tries to please everybody." Even the government spokesperson concedes that Mr Horn likes to be liked.

That makes the prime minister somewhat unpredictable, a bit of a weather vane, but not necessarily a man without principle.

Mr Horn's socialism is of the born-and-bred variety. But he has another vision which sits uneasily with his ideological conviction. "Perhaps it might sound like a kind of slogan," he says, "but I want a Hungary which does not differ from the developed countries."

But that line has become a cliché in eastern Europe and does not impress many Hungarian opinion leaders. "I don't think he has a vision beyond Saturday, no, make that Friday," says Mr Laszlo Csaba of the Koptint-Datung economic research institute.

Visinarity leadership, however, may count for more in the confused countries of the former Communist bloc than in the settled west. Mr Václav Klaus appears to have made a real difference for the better in the Czech Republic.

In Mr Bacska's view, Hungary also had an "outstanding statesman" in Janos Kadar, general secretary of the Communist party between 1956 and 1988. "In 50 years a country is lucky to have one such man," the banker says. Hungary, he suggests, has run out of its allocation.

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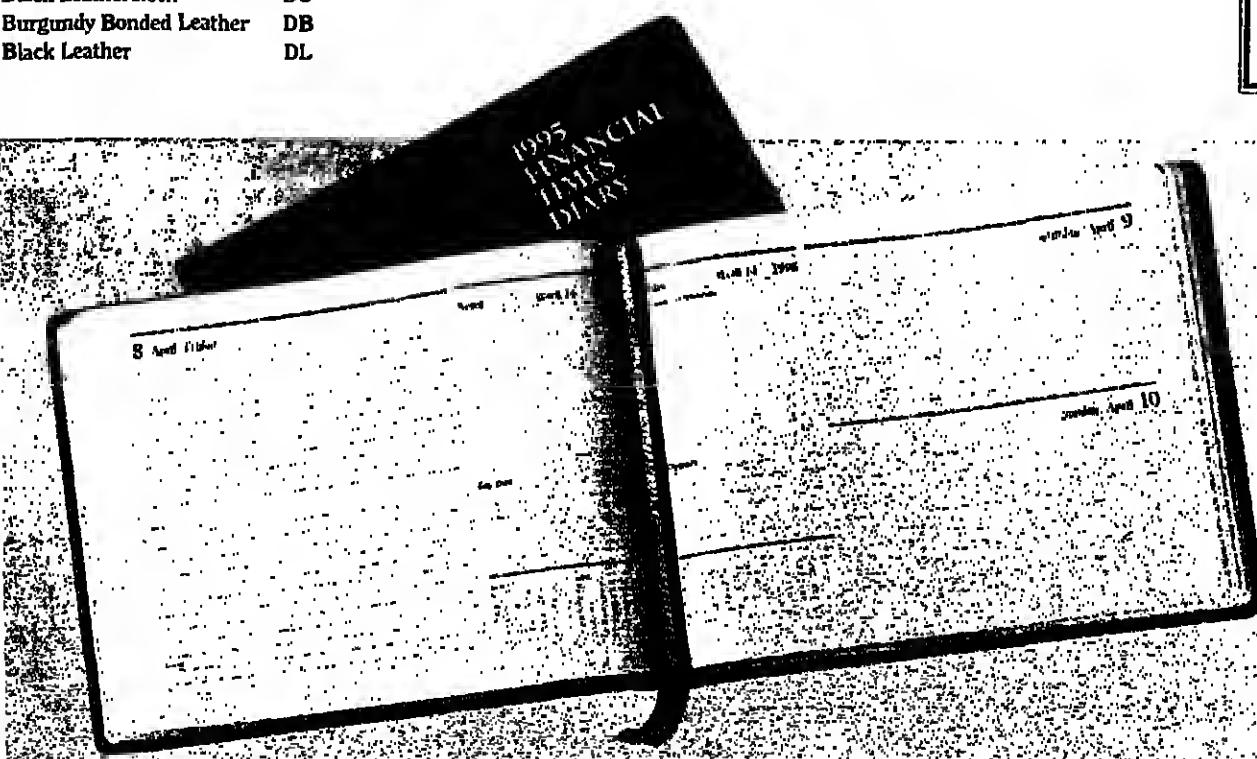
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Name	Price	1994	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	99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Dollar t

easy, as the Bank of England cleared a small £250m shortage at established rates. It trades between 4 and 5% per cent. In recent weeks, daily shortages have often been above £1bn with a high portion of liquidity

■ In Europe, the Swedish krona depreciated to SKr476

against the D-Mark, from SKr4.81, buoyed by optimism about a yes vote in Sunday's referendum on joining the EU.

■ OTHER CURRENCIES

Nov 10	£	\$
Hungary	173,987 - 174,201	168,950 - 169,080
Iran	253,009 - 2806,00	1748,60 - 1750,00
Kuwait	0.476 - 0.4777	0.2586 - 0.2591
Poland	37,818 - 37,553.5	23,665.0 - 23,515.0
Russia	495,291 - 434,400	312,00 - 311,500
U.A.E	5.8720 - 5.8837	3.6715 - 3.6735

DOLLAR SPOT FORWARD AGAINST THE DOLLAR												
Year 10	Closing mid-point	Change on day	B'dollar spread	Day's mid high	One month Rate %/A	Three months Rate %/A	One year Rate %/A	JP Morgan index				
Europe												
Australia	(A\$) 10.8125	-0.0475 100	150	10.8175 10.3245	10.8125	0.0	10.8125	0.0	10.7375 -0.7	104.5		
Belgium	(Bfr) 36.1000	-0.12 900	100	36.1010 37.1000	36.1025	-0.1	31.356	0.5	31.48	0.4	10.0	
Denmark	(DKr) 6.0018	-0.0059 006	026	5.9110 5.9740	6.0058	-0.8	5.0141	-0.8	6.0528	-0.8	105.4	
Finland	(Fmk) 1.6785	-0.0056 735	85	1.6862 1.6952	1.6792	-0.2	1.676	-0.2	1.6705	-0.7	83.0	
France	(Ffr) 5.2748	-0.0156 740	35	5.2790 5.3200	5.2761	-0.3	5.2737	-0.1	5.2615	0.3	108.0	
Germany	(DM) 1.9348	-0.0048 345	350	1.9360 1.9253	1.9343	0.3	1.5523	0.6	1.5915	1.0	107.2	
Italy	(Lit) 236.800	-0.0015 11	700	900 237.000	236.800	-0.3	237.000	-0.3	237.000	-0.3	107.0	
Japan	(Yen) 150.00	-0.0004 696	677	150.11 150.00	1.5069	0.0	1.5069	0.0	1.554	0.8	107.0	
Italy	(L) 1572.00	-0.45 100	300	1573.25 1567.00	1578.25	-3.2	1524	-3.1	1624.5	-3.3	104.0	
Luxembourg	(Lfr) 31.6900	-0.112 900	100	31.6100 31.4000	31.6025	-0.1	31.59	0.5	31.46	0.4	104.5	
Netherlands	(Gld) 1.7200	-0.0001 172	172	1.7200 1.7175	1.7200	-0.1	1.7175	-0.1	1.7175	-0.1	104.5	
Norway	(Nkr) 8.7220	-0.0377 205	235	8.7627 8.7471	8.7547	0.5	6.7375	-0.9	6.7696	-0.7	96.2	
Portugal	(Esc) 156.405	-0.156 360	430	157.200 156.610	157.03	-0.8	158.156	-1.5	162.656	-4.0	95.3	
Spain	(Pta) 127.850	-0.105 800	860	127.700 126.970	127.96	-3.1	128.625	-3.1	131.74	-2.8	107.0	
Sweden	(Skr) 4.6653	-0.0001 466	466	4.6722 4.6722	4.6722	0.0	4.6722	0.0	4.6722	0.0	107.0	
Switzerland	(Sfr) 1.2965	-0.0055 660	670	1.2870 1.2762	1.2853	-1.2	1.2812	-1.6	1.2823	-1.9	107.8	
UK	(£) 1.9968	-0.0068 965	970	1.9808 1.8844	1.9963	0.4	1.5957	0.3	1.8895	0.5	89.1	
USA	-	-1.2402	-0.003 397	407 1.2470	1.2297	1.2397	0.5	1.2296	0.2	1.2392	0.1	107.0
SE Asia												
Americas												
Argentina	(Peso) 0.9995	-0.0006 994	995	0.9995 0.9999	-	-	-	-	-	-	-	
Brazil	(R) 0.8355	-0.0025 350	350	0.8350 0.8310	-	-	-	-	-	-	-	
Canada	(C\$) 1.5590	-0.0053 577	582	1.5590 1.5557	1.5577	0.2	1.3574	0.2	1.363	-0.4	83.8	
Mexico (New Pes)	0.9395	-0.013 380	410	3.4440 3.4350	3.4405	-0.3	3.4423	-0.3	3.4457	-0.3	-	
USA	(£)	-	-	-	-	-	-	-	-	-	-	
South Africa												
Australia	(A\$) 1.3250	-0.0060 256	264	1.3275 1.3238	1.3222	-0.2	1.3269	-0.3	1.3243	-0.5	89.0	
Hong Kong	(HK\$) 7.7238	-	280	7.7290 7.7280	7.7295	0.3	7.7281	0.1	7.734	-0.1	-	
India	(Ru) 31.3400	-0.0139 300	378	31.4500 31.4225	31.6188	-0.2	31.6168	-2.9	-	-	-	
Indonesia	(Rp) 98.4000	-0.0001 984	984	97.9000 97.9000	97.9000	-0.1	97.9000	-0.1	97.9000	-0.1	150.0	
Malaysia	(M\$) 2.5813	-0.0023 608	618	2.5825 2.5575	2.5521	-0.3	2.5458	-0.2	2.561	-2.1	-	
New Zealand	(NZ\$) 1.6101	-0.0043 083	113	1.6142 1.6005	1.6111	-0.7	1.6129	-0.1	1.6162	-0.5	-	
Philippines	(Pso) 24.2500	-0.00 000	24300	24.3000 24.3000	-	-	-	-	-	-	-	
S Africa	(R) 1.5590	-0.0053 577	582	1.5590 1.5557	1.5577	0.2	1.3574	0.2	1.363	-0.4	83.8	
Singapore	(S\$) 1.4715	-0.0036 710	720	1.4730 1.4667	1.4692	1.9	1.464	1.9	1.447	1.7	-	
S Africa (Corn)	(R) 3.5258	-0.0125 256	265	3.5270 3.5125	3.5404	-5.0	3.571	-5.2	3.7311	-5.8	-	
S Africa (Fin)	(R) 0.9910	-0.0046 810	010	1.0010 1.0050	1.1133	-6.0	1.162	-6.8	1.2396	-7.5	-	
S Africa (Fruit)	(R) 0.9910	-0.0046 810	010	1.0010 1.0050	1.1133	-6.0	1.162	-6.8	1.2396	-7.5	-	
Taiwan	(T\$) 20.9100	-0.0282 880	540	20.9650 20.8880	20.6111	-0.9	20.515	-0.9	20.515	-0.9	-	
Thailand	(Bt) 24.9700	-0.015 600	800	24.9820 24.9500	25.025	-2.5	25.17	-3.2	25.65	-2.7	-	
TSPIR rate for New \$, B'dollar spreads in the Dollar Spot table show only the last two decimal places. Forward rates are not exactly quoted to the market but are implied by currency interest rates. UK, Ireland & ECU are calculated in US currency. JP Morgan's prices New \$ Rate assumes 1959-10												

	CS	\$	Y	ECU
982	4.296	3,165	310.3	2,953
1044	2.882	1,666	163.4	1,344
187	2.574	1,896	165.8	1,528
085	0.865	0.692	63.89	0.259
081	2.128	1,567	153.7	1,284
040	0.086	0.084	6.238	0.051
364	0.778	0.581	56.99	0.469
303	2.021	1,488	145.9	1,230
491	0.852	0.623	62.72	0.516
491	1.654	1,074	76.84	0.620
855	1.055	1,206	134.0	1,102
967	1.866	0.778	76.24	0.827
1	2.158	1.587	156.8	1.298
1		0.737	72.23	0.594
328	1.358	1	98.06	0.807
038	1.844	1,020	100.	0.822
178	1.893	1,240	127.1	1.085



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Per Yen 100			
High	Low	Est. vol	Open Int.
1.0279	1.0265	27,405	67,357
1.0302	1.0305	364	6,377
		8	715

UNIT RATES				
Range per day	% +/- con. rate	% spread v weakest	Div. ind.	
00008	-2.25	5.69		
00014	-2.01	5.42	15	
00018	-1.81	5.20		
01023	-1.75	5.14	12	
00094	0.64	2.65	-6	
00095	0.78	2.80	5	
00121	0.29	1.25	-2	
00713	3.50	0.00	-23	

0.0227	11.52	-7.37	-
-0.29	3.67	-6.51	-
00042	-0.50	4.18	-

Includes all non-recurring items and other adjustments.
 Notes: + and - indicate positive and negative adjustments.
 The actual market and Euro control net
 deviation of the currency's market rate from its
 Adjustments calculated by the Financial Times.

	PUTS		
	Nov	Dec	Jan
-	0.25	0.84	
-	0.86	1.39	
0.16	1.57	2.27	
0.14	3.00	3.60	

	4.47	4.88	5.41
	6.97	7.17	7.46

*Open Int. Calls 432,786 Puts 432,027

Open points of 100%

	High	Low	Est. vol	Open Int.
94.01	93.91	70,188	411,120	
92.36	92.46	121,544	417,116	
92.05	92.82	90,587	304,381	

See page 10096

Nov	Dec	Jan	Mar
0.01	0.03	0.26	0.24
0.17	0.16	0.40	0.49
0.41	0.41	0.63	0.64

Rate of 100%

Jan 1995, Call 2818055 Puts 198470
 2.1m points of 10095

PUTS		
Dec	Mar	Jun
0.08	0.20	0.48
0.08	0.26	0.68
0.30	0.55	0.80

Jan, Call 2815 Puts 1695

Tel: (0442) 876015 • Fax: (0442) 876834

10/10/60

مكة من الدفن

Mar	93.65	93.82	+0.17
Jun	93.08	93.12	+0.06
Aug	93.57	93.77	+0.20

+5	\$12	11½
-1	\$10½	10¾

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Colt Edge	0.50	12	26	33%	33%	33%	+	AngryDev	33	7733	26%	27%	27%	+	Peacoe	100	11	178	44%	43%	43%	+	MLN Tech	28	5870	123%	124%	124%	+		
Comer	0.32	13	650	19%	19%	19%	+	Imagiosys	40	89	16%	16%	16%	+	Paradigm	0.82	11	178	44%	42%	42%	+	Volume B	0.17	17	121	16%	16%	16%	+	
Comcast	0.69	21	600	16%	16%	16%	+	Imaginet	11	713	23%	23%	23%	+	Patent	1.32	18	178	44%	44%	44%	+									
Comcast	0.44	11	4411	17%	17%	17%	+	Intel	0.24	13030	61%	61%	61%	+	Perfection	0.30	30	71	89	89	89	+									
Comcast	0.11	83%	32	31%	31%	31%	+	Intel	6	752	22%	22%	22%	+	Perfection	42	8635	36%	35	35%	35%	+									
Comcast	0.70	80	9	17%	18%	17	+	Intel	0.40	24	139	14%	14%	14%	+	Perfection	0.38	48	832	37	36%	36%	36%								
Comcast	18	480	27%	27%	27%	27%	+	Intel	18	1063	89	89	89	89	+	Perfection	18	148	84	74	74	74	+	Warner	0.18	18	600	25%	24%	24%	+
Comcast	360	123	6%	6%	6%	6%	+	Intel	0.24	15	225	11%	11%	11%	+	Perfection	0.38	48	832	37	36%	36%	36%	Warren	95	62	81	5%	5%	5%	+
Comcast	81	572	14%	13	13%	13	+	Intel	0.24	15	225	11%	11%	11%	+	Perfection	0.38	48	832	37	36%	36%	36%	Warren	95	62	81	5%	5%	5%	+
Comcast	34	80	3%	3%	3%	3%	+	Intel	2	592	4%	4%	4%	4%	+	Perfection	0.38	48	832	37	36%	36%	36%	Warren	95	62	81	5%	5%	5%	+
Comcast	58	62	5%	5%	5%	5%	+	Intel	6	1196	15%	15%	15%	15%	+	Perfection	0.38	48	832	37	36%	36%	36%	Warren	95	62	81	5%	5%	5%	+
Comcast	1	220	24%	24%	24%	24%	+	Intel	26	711	15	14%	14%	14%	+	Perfection	0.38	48	832	37	36%	36%	36%	Warren	95	62	81	5%	5%	5%	+
Comcast	105	49	10%	10%	10%	10%	+	Intel	26	711	15	14%	14%	14%	+	Perfection	0.38	48	832	37	36%	36%	36%	Warren	95	62	81	5%	5%	5%	+
Comcast	0.55	24	1085	17%	16%	17%	+	Intel	14	138	17	16%	16%	16%	+	Perfection	0.38	48	832	37	36%	36%	36%	Warren	95	62	81	5%	5%	5%	+
Comcast	45	51%	4%	4%	4%	4%	+	Intel	0.82	18	108	21%	21%	21%	+	Perfection	0.38	48	832	37	36%	36%	36%	Warren	95	62	81	5%	5%	5%	+
Comcast	27	4732	31%	31%	31%	31%	+	Intel	0.82	18	108	21%	21%	21%	+	Perfection	0.38	48	832	37	36%	36%	36%	Warren	95	62	81	5%	5%	5%	+
Comcast	40	100	17%	16%	16%	16%	+	Intel	0.82	18	108	21%	21%	21%	+	Perfection	0.38	48	832	37	36%	36%	36%	Warren	95	62	81	5%	5%	5%	+
Comcast	0.02	25	458	21%	21%	21%	+	Intel	0.82	18	108	21%	21%	21%	+	Perfection	0.38	48	832	37	36%	36%	36%	Warren	95	62	81	5%	5%	5%	+
Comcast	1	300	5%	5%	5%	5%	+	Intel	0.82	18	108	21%	21%	21%	+	Perfection	0.38	48	832	37	36										

AMERICA

Early Dow gain pared as bonds turn

Wall Street

US share prices climbed early yesterday following the release of good inflation data, before falling back as the gains in bond market prices turned flat, writes Lisa Branstetter in New York.

By 1pm the Dow Jones Industrial Average was up 11.78 at 3843.53. The more broadly based Standard & Poor's 500 put on 9.8 at 466.30, while the American Stock Exchange composite eased 0.99 to 450.26 and the Nasdaq composite was off 0.1 at 767.15. Trading volume on the NYSE was 165m shares.

Producer price index figures declined 0.5 per cent in October, exactly matching September's number - most analysts were expecting a 0.1 per cent increase.

However, few economists expected the Fed to raise rates by at least 50 basis points at next Tuesday's open market committee meeting. Analysts said that the positive PPI figures decreased the likelihood that the Fed would make the 100-basis-point increase that some had been anticipating.

NYSE volume

Daily (million)

400

350

300

250

200

150

100

50

0

27 28 29 1 2 3 4 5 6 7 8 9

October 1994 Nov

Just 50 basis points at next Tuesday's open market committee meeting. Analysts said that the positive PPI figures decreased the likelihood that the Fed would make the 100-basis-point increase that some had been anticipating.

Markets were relatively steady, following Wednesday's volatile session which was spurred by uncertainty regarding the economic impact of Republican victories in congressional elections.

Late in the morning session the Dow had risen by nearly 25 points as the 30-year Treasury bond rose, but declined as the long bond fell back to its early morning prices and the dollar fell to its late Wednesday price against the Japanese yen.

Sears, Roebuck shares jumped 3.2% at \$51.50 after the retailer announced its intention to spin off its 80 per cent stake in the insurance subsidiary Allstate next year. Under this plan, Sears shareholders would receive approximately one share in Allstate for each Sears share presently held. Allstate shares declined 4% at \$24.40 on the news.

Shares in US computer-chip makers declined after an industry report, issued late on Wednesday, indicated that sector growth for October was not as strong as many analysts had predicted. The industry bellwether Intel, traded on the Nasdaq, dropped 3% at \$90.75, Texas Instruments lost 3.2% at \$76.00 and National Semiconductor fell 3.4% at \$17.75.

Teléfonos de México declined sharply as analysts downgraded their ratings for the telephone company after Wednesday's announcement that AT&T would team up with the Mexican industrial group, Alfa, to provide long distance service. By midday, Telmex ADRs were down 3.2% at \$53.00.

Greyhound Lines shares fell 3.4% to \$2.40, on news that the beleaguered bus company had rejected a new reorganization proposal from its bondholders. Shares of Caterpillar gained slightly, up 0.4% at \$58.00, after announcing on Wednesday that it would increase prices of North American machines and engines. Analysts repeated "buy" ratings for the company yesterday morning on the basis of the price increases and a November 17 analyst meeting which is expected to yield positive reports on earnings.

Canada

Toronto stocks continued to languish at lower levels in midday trading. The TSE 300 composite index had lost 8.00 to 4,183.38 in turnover of C\$346.72m.

The oil and gas group was off 31.71 at \$45.07 despite a recovery in oil futures. Talisman Energy dropped 0.5% to C\$28 in volume of 1.02m shares.

Mexico

There was heavy selling in Telmex stock after a number of brokers downgraded the issue following news that AT&T, of the US, was to form a joint venture with Grupo Alfa, an industrial group, to compete on long-distance routes. Analysts said that the announcement left Telmex without a US partner.

In New York Telmex ADRs were off 3.1% at \$53.00, while the locally traded "L" shares were down 5 per cent.

Grupo Carso, which owns a controlling stake in Telmex, declined 3.17 per cent.

Brazil

Equities in São Paulo rose 2.2 per cent in light midsession trading after a strong rally on Wednesday.

The Bovespa index was up 1,066 at 49,516 by 1pm in turnover of R\$160.4m (\$31.6m).

Telcel moved forward 2.8 per cent to R\$43.20.

S Africa in modest loss

Equities in Johannesburg lost momentum as a modest gain in gold was offset by profit-taking among industrials.

The industrials index slipped 5 to 6,774, while the gold shares index to a 7-point rise at 2,170. The overall index eased 1 to 5,545.

South African Breweries was a feature among industrial shares, retreating R2.25 to R99.50 in spite of reporting a 20 per cent increase in profit for the half year to the end of September.

Tiger Oils, the agriculture and food group, shed 50 cents to R46.50 after reporting a 8 per cent advance to earnings per share in the year to end-September.

Nedcor, the banking group, rose to a new 1994 high of R27.75, up R1.70, after reporting a 22 per cent increase in earnings. De Beers put on 50 cents at R99.50 and Anglo lost 75 cents at R94.2.

EUROPE

US data put bourses back on upgrade

After their enthusiastic reaction to the US election results, bourses pulled back a little yesterday morning, as if they had decided to wait for next Tuesday's FOMC meeting and the forecast rise in US interest rates, writes Our Markets Staff.

However, the atmosphere changed with the fall of 0.5 per cent in the US producer price index in October, following a similar drop in September. "It is the first back-to-back fall in PPI that we have had in three years," said Mr John Blackley at James Capel yesterday. Capel's economists were still looking for a US rate increase next week, he added, but there was now a feeling that maybe 50 basis points would be enough.

FRANKFURT'S Dax index moved from a session's fall of 14.07 to 2,082.40, through a post-bourse low of around 2,076 to an intra-session close of 2,098.04. Turnover fell from DM8bn to DM5.7bn.

The main impetus for the afternoon upsurge came from traders who had to cover their short positions earlier in the week; some of them were taking a positive attitude to the market by the end of the day.

Financials did well. Allianz and Deutsche Bank showing gains of DM28 to DM24.46 and DM3.70 to DM7.59 at the end of this trading. Cyclical shares were muted or worse. Linde, the

engineer, falling DM20.50 to DM85.

Results news was good for Veba, where a 49 per cent jump in profits took the energy based group up DM3.80 to DM22, but bad for Siemens, although it recovered to close just 40 pfennigs down at DM25 after hours. Meanwhile, German newspapers picked up a dated but derogatory story from the US on Schering's BetaSeron prospects, and the pharmaceuticals group dropped DM18.50 to DM90.50.

PARIS remained firm in spite of falling back slightly at the close. The CAC-40 added 4.49 at 1,948.35 in turnover of some FF9.4bn.

French financial markets will be closed today for the Armistice Day holiday.

Carrefour, the retailer, went against the trend, losing FF1.27 or 5 per cent at FF2.171, as speculation mounted that a report damaging to the group was to be published in one of the domestic newspapers during the session.

ASIA PACIFIC

Nikkei affected by losses in privatised issues

Tokyo

Broadly based selling depressed equities as a decline in speculative stocks and privatised issues prompted arbitrage-linked sales, writes Emiko Terazono in Tokyo.

The Nikkei 225 average ended 159.03 lower at 19,264.85 after a day's high of 19,456.69 and low of 19,238.05. Arbitrage selling and stop-loss sales absorbed index-linked buying by trust funds. Individual investors who had bought stocks on margin at their highs in June started to liquidate their positions before the six-month margin settlements in December.

The Topix index of all first section stocks fell 13.25 to 1,520.03 and the Nikkei 300 sank 2.43 to 2,783.40. Losers led gains by 737 to 224, with 201 issues unchanged. But in London the ISE/Nikkei 50 index added 2.35 at 1,251.81.

Continued declines in privatised issues also worried investors. Traders said sentiment was worse than indicated by the Nikkei's declines. While the Nikkei 225 was still above the March 31 level of 19,111.92, the Topix index had now stayed below the last fiscal year's close for four consecutive days.

Volume totalled 292m shares, against 296m. Foreign investors remained inactive, while public funds, expected to support share prices below 19,000 on the Nikkei, were also absent.

Japan Tobacco lost Y27,000 or 2.7 per cent at Y967,000 and Nippon Telegraph and Telephone slipped Y12,000 to Y851,000 on foreign selling.

Speculative shares bought on the pachinko, or pinball, theme plunged. Nakabayashi, the office equipment maker, fell Y27 to Y893 and Sailor Pen dropped Y100 to Y734.

Konami, a video game software company, plummeted Y400 or 17 per cent to Y2,010 after it announced that it was expecting a net loss of Y14.5bn

for the current business year. Brokers were lower, reflecting the current stagnation in the stock market. Nomura Securities dipped Y70 to Y1,860 and Nikko Securities Y40 to Y1,040.

Some electricals were higher. Mitsubishi Electric rose Y5 to Y700 and Toshiba Y3 to Y722.

In Osaka, the OSE average declined 136.11 to 21,239.25 in volume of 17.8m shares. Aoyama Trading, a discount suit retailer, retreated Y400 to Y2,500 after reporting a decline in profits for the six months to September.

Roundup

The Pacific Rim region remained generally nervous ahead of an expected increase in US interest rates next week. Colombo was closed for trading due to a curfew declared in Sri Lanka to avert post-poll violence after Wednesday's presidential election.

SYDNEY declined on offshore selling of leading resources shares as profits were taken following a strong rally in recent months. The All Ordinaries index slipped 11.3 to 1,971.3, in turnover of A\$490m.

Economic data which showed the October unemployment level at a three-year low lifted prices for a time, but selling pressure was renewed during the afternoon.

In the mining sector, CRA weakened 15 cents to A\$18.20, WMC was down 24 cents at A\$6.58 and MIM receded 9 cents to A\$2.64.

HONG KONG drifted lower as most investors remained absent in anticipation of a further rise in US interest rates next week.

The Hang Seng index shed 14.73 to 9,380.76 on turnover of HK\$1.7bn, compared with HK\$2.08bn on Wednesday.

Some dealers noted futures-linked arbitrage selling by institutions, helping to dampen the price of Hong Kong Telecom, which fell 20 cents to HK\$5.56.

Brokers also commented that there was some buying interest

FT-SE Actuaries Share Indices

Nov 10		Nov 9		Nov 8		Nov 7		Nov 6		Nov 5	
Hourly changes	Open	10.30	11.00	12.00	13.00	14.00	15.00	Close	Change	Open	10.30
FT-SE 100	1340.01	1340.09	1340.59	1338.57	1338.53	1340.73	1344.84	1345.52	11.51	1328.51	1330.00
FT-SE 250	1401.21	1401.14	1402.35	1401.82	1401.34	1401.82	1405.97	1406.58	5.37	1395.21	1396.58
FT-SE 100	1345.14	1345.14	1345.14	1345.14	1345.14	1345.14	1345.14	1345.14	0.00	1345.14	1345.14
FT-SE 250	1401.21	1401.21	1401.21	1401.21	1401.21	1401.21	1401.21	1401.21	0.00	1401.21	1401.21

Nov 10 Nov 9 Nov 8 Nov 7 Nov 6 Nov 5

FT-SE 100 FT-SE 250

Nov 10 Nov 9 Nov 8 Nov 7 Nov 6 Nov 5

FT-SE 100 FT-SE 250

Nov 10 Nov 9 Nov 8 Nov 7 Nov 6 Nov 5

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the oil group reported its third-quarter results. The AEX index dipped 0.50 to 410.74.

Royal Dutch left analysts with contrasting views. There were some who considered that operating income was below expectations, while others, such as James Capel, believed that they were "pretty solid". Nevertheless, the view of the Dutch investor was to sell on the day, and the shares lost FI 2.30 at FI 189.00.

Lehman Brothers commented earlier this week that it was maintaining its overweight position in Dutch equities on the basis that the quality of earnings and dividend growth made the market attractive relative to markets such as Germany, Belgium or Italy.

The one major worry clouding the horizon, said Lehman, remained the market's historic exposure to the US. "Of the main nine European equity markets, the Dutch would be the most vulnerable to the expected correction in US equity prices."

MILAN was supported by domestic strength in bonds as well as external factors which helped the Comit index to a gain of 5.28 at 638.17.

Cir saw one of the best performances, rising 1.77 to 11.532, with rumours continuing that the group might soon dispose of one of its assets.

In the insurance sector, Fon-

diaria impressed with a gain of 1.20 to 1.11, 730 amid various reports that the company might launch an offer for the 10 per cent of its subsidiary Fondiaria Assicurazioni that it did not already own.

Credito Romagnolo added 1.50 to 1.15, 500 on speculation that Cerie, the savings bank, might launch a counter-offer to the bid announced by Credito Italiano, up 1.33 at 1.1.659.

Ambroveneto, which is also subject to a takeover bid from BCI, fell 1.65 to 1.4.385, while the predator gained 1.50 at 1.3.635.

MADRID came back from a day's holiday and reflected two days of gains: the general index, covering the two-day period, rose 5.49 or 1.9 per cent to 299.34; the Ibx, real-time index, traded in Barcelona and Valencia on Wednesday, showed a one-day rise of 25.12 or 0.8 per cent at 3,222.29.

Turnover was Ptas36.4bn. Banks, weak in the morning, were no better than mixed at the end of the day, and ADR stocks were only a little better than that on average. The most sizeable gains came from the construction sector, which had tended to aggregate a significant loss since the start of the year. Construction moved ahead Ptas450 to Ptas730, FCC Ptas500 to Ptas12,790 and Huarte Ptas5 to Ptas1,460.

Written and edited by William Cochrane and John Pitt

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